



# CITY OF MILWAUKEE, WISCONSIN 2007 Program Year CAPER-DRAFT

The CPMP 2007 Consolidated Annual Performance and Evaluation Report includes Narrative Responses to CAPER questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

## GENERAL

**GRANTEE: City of Milwaukee, Wisconsin**  
**CON PLAN PERIOD: 2005 to 2009**

### **Executive Summary (92.220(b))**

The Executive Summary is required. Provide a brief overview that includes major initiatives and highlights how activities undertaken during this program year addressed strategic plan objectives and areas of high priority identified in the consolidated plan.

PY 2007 Action Plan Executive Summary:

#### **Introduction**

As a Participating Jurisdiction (PJ) and entitlement community, the City of Milwaukee-Community Development Grants Administration (CDGA), receives annual funding allocations from the Federal government to fund activities to address the following three (3) National Objectives of the U.S. Department of Housing and Urban Development (HUD):

- ❖ **Principally benefits low/moderate income persons**
- ❖ **Prevents or eliminates slum or blight**
- ❖ **Addresses an urgent need or problem in the community (e.g., natural disaster)**

As a recipient of these funds, the City of Milwaukee is required to submit to HUD each year, a final Consolidated Annual Performance and Evaluation Report (CAPER) which provides detailed information to the local public, HUD and members of Congress on activities undertaken with these entitlement funds. It is also used to track the grantee's performance in meeting the goals established in the 2005-2009 Five-Year Consolidated Plan and subsequent Annual Action Plans.

Most activities conducted in 2007 were under the direct control and supported by the following Federal entitlement funds which are administered by the Community Development Grants Administration: **Community Development Block Grant (CDBG), HOME Investment Partnerships, Stewart E. McKinney Emergency Shelter Grants (ESG), Housing Opportunities for Persons with AIDS (HOPWA) and American Dream Downpayment Initiative (ADDI)**. Other Federal and State funds used for activities include the Gang Reduction Initiative and the Juvenile Accountability Block Grant, among other resources.

In 2005, the City of Milwaukee submitted the *2005-2009 Five-Year Consolidated Plan* as required by the U.S. Department of Housing and Urban Development. The Consolidated Plan details four broad strategies to address community development within the scope of the HUD National Objectives.

- ❖ **Create jobs through aggressive economic development**
- ❖ **Revitalize neighborhoods by targeting resources to make a clear and measurable impact**
- ❖ **Eliminate barriers to employment by working in partnership with community stakeholders**
- ❖ **Create and maintain affordable homeownership opportunities and affordable, quality, rental housing for community residents.**

The long-term outcomes expected from these strategies are:

- ❖ **Reduced Crime**
- ❖ **Increased Property Values**
- ❖ **Increased Economic Vitality**
- ❖ **Improved Neighborhood Quality of Life**

To achieve these goals, CDGA conducted aggressive blight elimination efforts, supported active citizen participation in monitoring problem properties and organizing efforts to address quality of life issues and encouraged the economic integration and revitalization of neighborhoods. Other priorities addressed in 2007 included integrating crime prevention into a variety of city services and capital improvements and expanding the city's aggressive efforts to combat lead hazards.

The City's ***Anti-Poverty Strategy*** emphasizes jobs and job creation. City departments utilized a variety of tools in 2007 to work cooperatively with the non-profit sector and the business community to leverage employment and economic activity in the City. In addition, in 2007, several non profit agencies were funded to provide skilled job training and placement services and others were funded to provide technical assistance to businesses to help create new jobs. The *Driver's License Recovery and Employability Project* was funded as a pilot in 2007 to assist residents with driver's license restoration enabling them the ability to seek employment not only in the City of Milwaukee, but also in outlying areas where job growth has been significant. The City also continued the successful Summer Youth Internship Program which utilized Federal funds to provide internship positions in City government for low income youth. The Mayor's Office also spearheaded the expansion of the program to include leveraged funds from the private sector which resulted in several hundred additional positions.

The City's ***Economic and Community Development Strategy*** compliments its Anti-Poverty strategy by emphasizing the interrelationships and the need for the expansion of opportunities in the areas of education, employment, economic development and housing. In terms of targeting resources, Milwaukee continued its commitment to cluster developments and large impact development projects. This strategy was evidenced in the continuance of the Milwaukee Mainstreet Program which is a citywide program that utilizes a comprehensive approach to revitalization of commercial districts throughout the City of Milwaukee. In 2007, four Mainstreet Districts were funded to engage in these activities.

In 2007, the City undertook activities as defined in the Housing Strategy in the Five Year Consolidated Plan. These activities included expanded homeownership and access to affordable housing for residents, the elimination of blighted structures, the sale and redevelopment of vacant lots, housing rehabilitation and new housing construction for sale to owner-occupants and affordable rental housing for large families, persons with special needs and the elderly. The City also funded programs to repair owner-occupied structures and substantially rehabilitate units for eventual homeownership.

These strategies have all helped to link job creation to the City's housing development efforts, expanded access to new resources for neighborhood development and improved coordination of housing and neighborhood efforts with other human service and economic development initiatives.

The City also engaged in activities to meet the needs of persons with special needs and the homeless such as: coordinating the expansion of permanent housing and supportive services options, increasing access to permanent housing and enhancing current data and information systems. In addition, the City's Housing Trust Fund Committee, which was established in 2006, approved several projects in 2007 to increase affordable housing options for the homeless, the disabled and other special needs populations.

The City also placed an emphasis on addressing the critical issues facing Milwaukee's youth, such as: school truancy and dropout rates, safety, recreation, educational programs, employment and overall quality of life issues.

Lead-based paint hazards and their abatement continued to be a high priority for the City of Milwaukee. To that end, the following actions took place in 2007: continuous evaluation of lead abatement methods, grants/loans to assist homeowners and landlords in removing lead hazards, collaborative efforts with other housing programs to identify lead abatement and lead hazard reduction into total housing rehabilitation, education and training for homeowners, landlords and tenants regarding lead poisoning prevention and securing city, state and federal funding to finance lead hazard reduction activities.

The City's ***Public Housing Improvement Strategy***, formulated in conjunction with the Consolidated Plan, notes the following strategies for its residents including: efforts to provide opportunities for resident participation through economic development programs, home ownership programs and supportive services offered through drug elimination grants and economic development and supportive services grants at all its public housing developments. Other initiatives included the Housing Authority's commitment to expand their efforts to assist public housing and Section 8 residents to move to private market unsubsidized housing and the portability of residents who wish to relocate to other communities outside the city.

The City also funded programs to strengthen Milwaukee's communities and improve the quality of life for citizens, including programs such as community organizing (block club creation and support), crime prevention, nuisance abatement, neighborhood cleanups, health care services, elderly home care and landlord/tenant programs.

The Community Development Grants Administration continued to promote policies and employed strategies to promote fair housing and fair lending to help remove barriers to affordable housing. To this end, the City approached planning and program development efforts in a comprehensive manner with the goal of increasing jobs and household income. The City also continued to investigate programs and supported initiatives which assist in removing barriers to employment for low income households, i.e., walk-to-work programs and access to programs that provide wrap around social, educational, employment and lifeskills services. Funding allocations in 2007 were designed to use a comprehensive

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approach to reduction of barriers by increased funding to a number of agencies that both target increased employment opportunities, expanded homeownership and quality, affordable rental housing in Milwaukee.

### **Summary of Resources and Distribution of Funds**

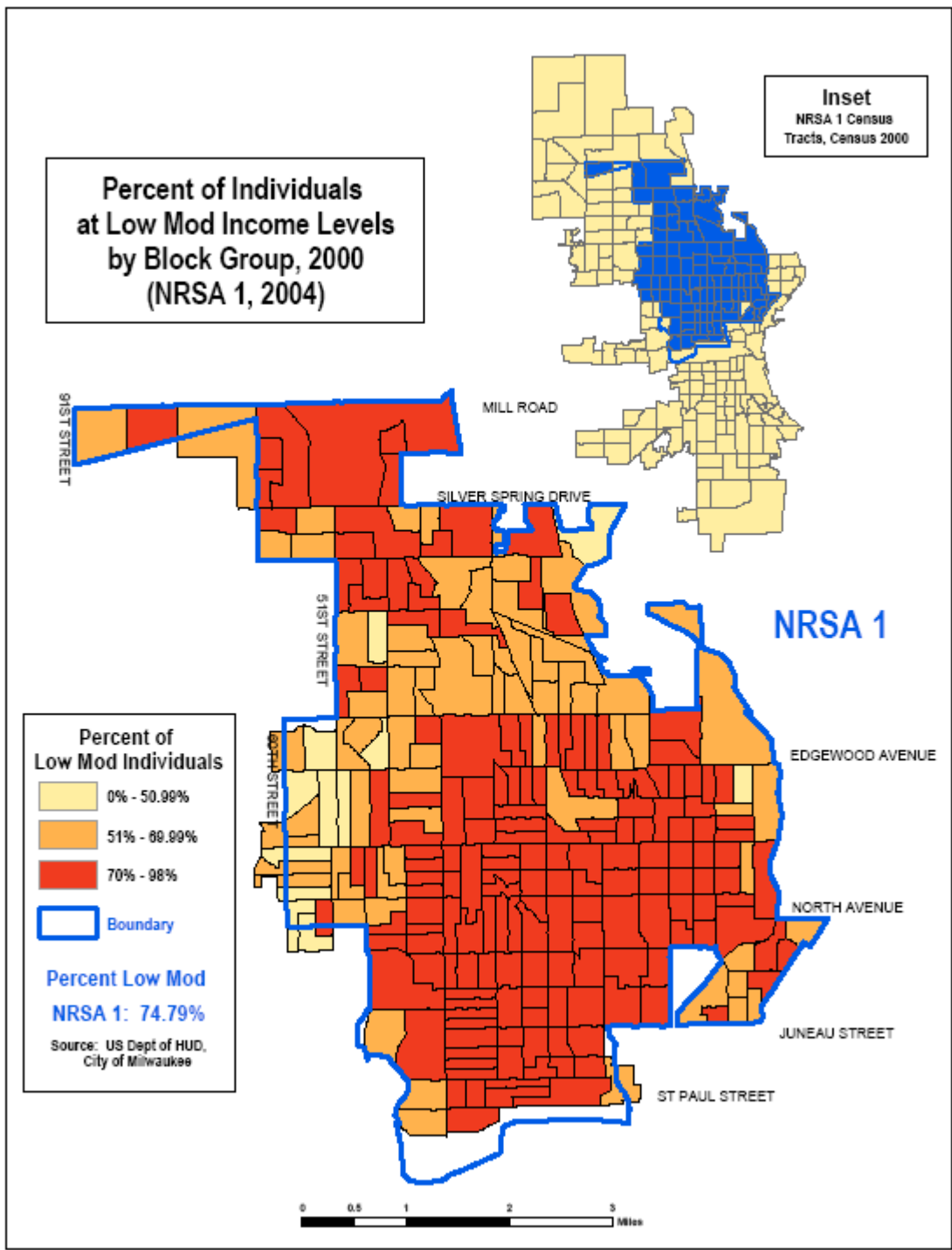
- 1) Provide a description of the geographic distribution and location of investment (including areas of low-income and minority concentration).**

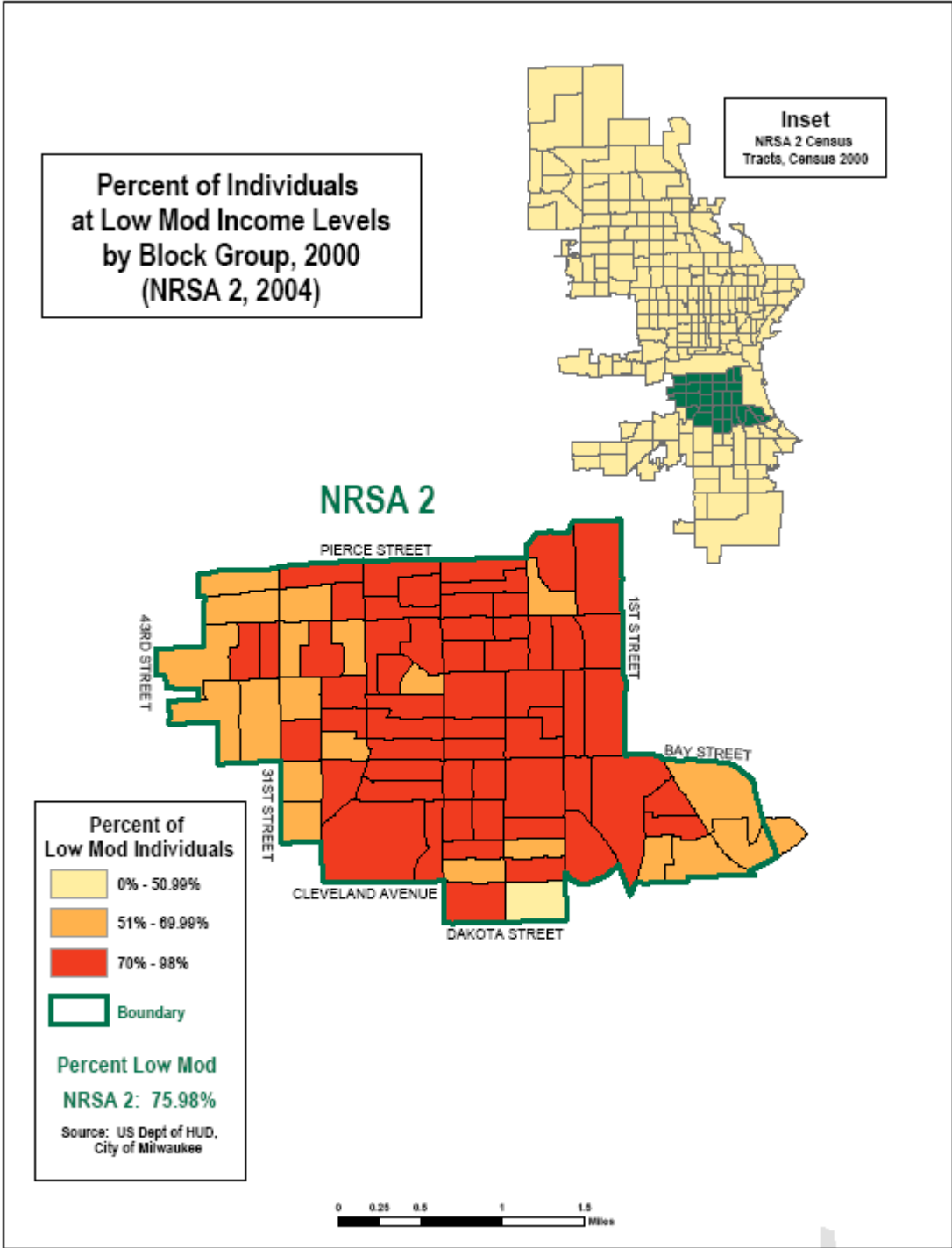
*You are encouraged to include maps in this description.*

*Specifying census tracts where expenditures were concentrated and the percentage of funds expended in NRSAs or local target areas may satisfy this requirement*

PY 2007 CAPER #1 response:

**Geographic Distribution:** The geographic distribution for these entitlement funds, with the exception of HOPWA funds, is the Neighborhood Revitalization Strategy Areas (NRSAs). Services were also provided to low income residents in non-NRSA census tracts within the City of Milwaukee. The HOPWA funds cover the four-County Milwaukee Metropolitan Statistical Area comprised of: Milwaukee, Waukesha, Ozaukee and Washington counties. See maps and NRSA census tracts on the following pages.





## **NRSA BOUNDARIES**

### **NRSA 1 CENSUS TRACTS**

11,12,13,14,19, 20,21,22,23,24,25,26,27,28,37,38,39,40,  
41,42,43, 44,45,46, 47,48,49,50,59,60,61,62,63,64,65,66,67,  
68, 69,70, 71,72,79,80,81,82,83,84, 85, 86, 87, 88,89,  
90,91,92,93,96,97,98,99,100, 101,102,103, 104,105,106,  
107,108,110,111,112,113,114,115,116,117,118, 119, 120  
121,122, 123,124,133,134,135,136,137,138,139,140,141,146,  
147,148,149,150,151

### **NRSA 2 CENSUS TRACTS**

155,156,157,158,159,160,161,162,163,164,165,166,167,168,168,170,  
171,173,174,175,176,177,178,179,180.01,180.02,186,187,188

### **Racial/Ethnic Geographic Concentrations**

There continues to be racial and ethnic concentrations both within the City of Milwaukee and in the Milwaukee Metropolitan Statistical Area(MSA). According to the U.S. Census, 2000, there is a pattern of concentration of all minorities within the area generally considered to be the "central city." The concentration still remains greatest for African Americans and has been noted by several local and national research studies. Most marked is the concentration of African Americans within the city limits and the fact that only 1.5% of the suburban population of the four-County Milwaukee Metropolitan Area is Black.

Milwaukee's residential segregation has been studied for decades by local and national researchers and policymakers. The tremendous impact on the gaps between Black and Whites as it relates to income, mortgage loan disparity rates and educational attainment, has been cited in numerous national studies. It is important to note the overlay of economic segregation as this impacts employment and other opportunities for Blacks. CDGA-funded programs providing "seed capital" for new economic development activities continued to be a high priority in 2006 as a means of stimulating economic opportunities including job creation - for Milwaukee residents in the identified Neighborhood Revitalization Strategy Areas (NRSAs).

CDGA targeted 2007 funding to areas with the greatest need, namely the Neighborhood Revitalization Strategy Areas (NRSAs), which based on *Year 2000* Census data, has the highest number of low income persons in the City of Milwaukee. In each of the NRSAs, at least 70% of the total population falls within the HUD-defined low/moderate income category. Funding was also allocated for low income persons in non-NRSA census tracts within the City of Milwaukee. The major emphasis was on targeting resources to effectuate neighborhood revitalization by integrating housing, economic development and public services in a tightly defined geographic area through a clear and well planned development strategy.

**Low Income Concentration**

Milwaukee is a city of 596,974 people located within the greater Milwaukee Metropolitan Area which has a population of 940,164 people. Recent population shifts include a movement to suburban areas and a loss of population in the city. Very low income households are concentrated in Milwaukee's near north, west, northwest and south side neighborhoods. Low income households dominate census tracts which are contiguous to the central city areas. Higher incomes (moderate and above moderate) are found in the surrounding areas. These areas are not strictly contiguous; there are several individual tracts with a median income noticeably different than those surrounding.

*(U.S. Census Bureau 2000).*

The following chart provides an analysis of low income persons within the NRSA areas.

<b>NRSA Area</b>	<b>Total Population*</b>	<b>Total Low/Moderate Income Population*</b>	<b>Total Percent Low/Moderate Income Persons*</b>
NRSA #1 (North)	216,718	162,104	74.79%
NRSA #2 (South)	84,910	64,519	75.98%

\* *(Based on U.S. Census 2000)*

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## **General CAPER Narratives:**

### **1) Assessment of Three to Five Year Goals and Objectives**

- a) Describe the accomplishments in attaining the goals and objectives for the reporting period.
- b) Provide a breakdown of the CPD formula grant funds spent on grant activities for each goal and objective.

### **Assessment of Goals and Objectives**

#### **High Priority Objectives**

The Community Development Grants Administration(CDGA) has defined a Housing and Community Development 5-Year Strategy which focuses on creating viable neighborhoods and providing decent housing and economic opportunity for all residents. This community vision recognizes that housing is a critical part of a viable neighborhood system, which also includes public safety, education, employment opportunities, business development and access to community social services.

#### **The Consolidated Plan and 2007 Annual Action Plan includes the following high priorities:**

- ❖ Improve Milwaukee's housing stock; provide affordable, quality and decent owner-occupied and rental housing; create new homeownership opportunities; combat lead hazards utilizing funded housing programs.
- ❖ Eliminate poverty by supporting job creation and business expansion efforts through innovative economic development; support workforce development and skilled job training programs and initiatives which assist in removing barriers for low income households.
- ❖ Address the various issues facing youth such as education, unemployment, truancy, crime, violence, health and teen pregnancy.
- ❖ Continue aggressive blight elimination efforts and redevelopment of residential and commercial sites to facilitate job creation and housing development.
- ❖ Promote neighborhood resident/stakeholder involvement to help improve area social conditions, safety, physical appearance and living environment. Support active citizen participation in crime prevention, monitoring problem properties and in community organizing and other efforts to enhance the quality of life.

## **2007 Key Accomplishments**

In 2007, approximately **\$11.5** million in Community Development Block Grant (CDBG) and HOME entitlement dollars was allocated for direct housing and housing-related activities, including owner-occupied housing rehabilitation, acquire/rehab/sell, vacant and blighted homes, new home construction, rental rehabilitation and other categories. This resulted in the completion of **439** units of direct housing and rehab activities. Other housing-related activities resulted in the following: homebuyer counseling programs assisted **203** *first-time* low-income homebuyers in closing home mortgage loans and **299** households received minor home repairs to their properties, furthering stability in Milwaukee's neighborhoods. In addition to these activities, **967** property units received graffiti abatement, **12** wheelchair ramps were installed and **1,149** landlords received training on effective property management. Various types of tenant assistance, including tenant training, were provided to **1,382** persons and **262** households participated in the tool loan program.

In 2007, approximately **\$4.6** million in CDBG funds was allocated to anti-crime community development and quality of life related activities including: community organizing and crime prevention, drug house abatement, employment services, youth programming, health services, safe havens, truancy abatement and services for the elderly.

The 2007 accomplishments related to anti-crime activities involved **5,128** residents in: resident meetings and neighborhood improvement efforts such as cleanups, establishing new block clubs, and identifying hot spots, (drug houses or nuisance properties) which were referred to the appropriate authorities for action. In addition, **26,630** youth benefited from a variety of youth employment, educational and recreation initiatives. These varied organizing efforts correlate with the five-year strategy of the Consolidated Plan of increasing resident participation to improve the overall quality of life for residents.

The City's job training and placement programs assisted **341** residents in training and job placement and the special economic development initiatives led to the creation of **150** new jobs for residents.

### **Other neighborhood improvement initiatives undertaken in 2007:**

**Proactive Rat Infestation** – A total of \$22,300 was allocated to inspect properties for rat infestation and **3,004** properties and sewers were baited.

**Targeted Weekend Neighborhood Box** – This program utilizes a community-based approach to solid waste collection efforts. Community organizations, block clubs and others sponsored and participated in weekend clean-up efforts. A total of \$295,000 was allocated in 2007 and **1,162** dumpsters were placed for waste removal and neighborhood cleanups.

**Summer Youth Programs** – Summer Youth Mini-Grants were allocated to non-profit community based agencies to provide recreational, educational, employment and other services for **2,461** youth.

**Summer Youth Internship Program** – In 2007, the City allocated \$397,836 to enable **243** low income high school juniors and seniors to work in a variety of internship positions throughout City departments. The interns worked 20 hours per week over the course of eight weeks and were connected to the real-life world of work. Team leaders were hired to mentor the interns who also received training each week on personal and professional development. The program was so successful that funding was allocated to continue the program in 2008.

**Milwaukee Mainstreet Program**-The City continued its commitment and support of the Milwaukee Mainstreet Program which is a citywide program that utilizes a comprehensive approach to revitalization of commercial districts throughout the City of Milwaukee. A total of \$350,000 was allocated to this initiative which involved collaborations from CDGA, the City's Department of City Development, LISC, other representatives of the public sector, lending institutions, community-based organizations and Milwaukee area foundations. The basic principles of the Mainstreet Program are the targeting of public and private funds in specific geographic areas to spur new business development, improve the area's physical appearance and promotion of the area as a destination point, thus creating new jobs and enhanced business opportunities. In 2007, the following Mainstreet Districts were funded to engage in these activities: *West End Development Corporation, Lincoln Village, Layton Boulevard West and Burleigh Street Community Development Corporation*. The City's Department of City Development also received CDBG funding to provide technical assistance to the four districts.

**FOCUS & Fire Prevention** – A total of \$255,000 was allocated to install free smoke detectors and other social services for **949** low income households including: fire inspections, blood pressure tests, stroke screenings and referrals for additional social services.

**Milwaukee Public Library Community Outreach & Technology Center** This program provided access to the Internet and word processing and the library's print and media resources. A total of \$498,461 was allocated and **5,897** persons were served.

In 2007, approximately **\$1.8** million was allocated in CDBG/ESG funding for mandated and essential services such as homeless shelters and domestic violence prevention programs which served a total of **10,932** households. Vacant lot/blight removal and land management programs received **\$1.4** million to manage and improve vacant lots for eventual redevelopment. Funds were also allocated to city-wide services including: fair housing, graffiti abatement and brownfields remediation. In addition, **70** community-based organizations received technical assistance to help strengthen their administrative capabilities and promote efficient services to the residents they serve. Enforcement services were provided to **417** clients to resolve housing and lending discrimination complaints.

**c. If applicable, explain why progress was not made towards meeting the goals and objectives.**

PY 2007 CAPER General Questions #2c response:

*Not Applicable*

### **3. Affirmatively Furthering Fair Housing**

#### **a. Provide a summary of impediments to fair housing choice.**

PY 2007 CAPER General Questions #3a response:

#### **Affirmatively Furthering Fair Housing**

The Community Development Grants Administration completed a Fair Housing Impediments Study in 2005, in accordance with Sections 104(b) (2) and 106(d)(5) of the Housing and Community Development Act of 1974, as amended which requires that CDBG grantees certify that they will affirmatively further fair housing. The public comment period on the study was *September 28, 2005 to October 28, 2005*. There were no comments submitted to CDGA on the study. The City's Community & Economic Development Committee, which is the oversight body for the use of Federal funds, held a public hearing on the study on *November 29, 2005*. Representatives of the Metro Milwaukee Fair Housing Council led a detailed discussion on the major components of the study. Committee members stated their intentions to initiate a task force to work on implementing certain recommendations outlined in the study.

The following is a summary of impediments identified in the Fair Housing Impediments Study:

#### **a. Summary of Impediments:**

- ❖ Institutional and governmental policies and regulations which affect income and housing
- ❖ Non-coherent Federal housing mandates and Federal and State transportation policies
- ❖ Lack of enforcement mechanism for complaints of discrimination
- ❖ Lack of housing units accessible to persons with disabilities
- ❖ Overcrowded housing
- ❖ Lack of affordable housing supply
- ❖ Cuts in funding to Section 8 Housing Choice Voucher Program
- ❖ Lack of a Regional Housing Strategy or Plan
- ❖ Attack on the Community Reinvestment Act (CRA)
- ❖ Suburban policies (NIMBYism, impact fees, exclusionary zoning codes, exclusionary public housing or Section 8 Rent Assistance vouchers, inadequate public transportation).
- ❖ Social class, racial and cultural barriers
- ❖ Housing and employment discrimination
- ❖ Residential segregation
- ❖ Inadequate income
- ❖ Racial disparities in mortgage lending
- ❖ Insurance redlining; appraisal practices
- ❖ Racial steering

**b. Identify actions taken to overcome effects of impediments identified in the jurisdiction's Analysis of Impediments.**

PY 2007 CAPER General Questions #3b response:

**Actions underway to overcome the effects of impediments identified in the study.**

The City of Milwaukee funds multiple housing and other programs designed to affirmatively market Milwaukee neighborhoods and reduce barriers to affordable housing. These programs support the administration and enforcement of federal, state and local fair housing ordinances, provide homebuyer counseling services and collaboratively work with financial lenders to enable low and moderate-income families to purchase homes anywhere they choose. Viewed holistically, these programs accomplish several purposes at once: they affirmatively promote neighborhoods; enforce and further fair housing; expand on housing opportunities available to minorities and the poor within and outside of areas of minority concentration and help to strengthen neighborhoods by increasing homeownership and eliminating blight.

**City of Milwaukee Activities**

**A. Fair Housing Ordinance**

The City passed its first fair housing ordinance on December 12, 1967. In line with Wisconsin State Statutes enacted in 1965, the ordinance rendered unlawful any type of discrimination in the sale, rental or lease of housing based on race, color, religion, national origin or ancestry. Expressly prohibited were the following forms of discrimination: (1) Refusal to sell, lease, finance or contract to construct housing or to discuss the terms thereof; (2) Refusal to permit inspection or exacting different or more stringent price, terms or conditions related to the sale, lease or rental of housing (3) Refusal to finance or sell an unimproved lot or to construct a home or residence on a lot; or (4) Publishing, circulating, issuing, displaying or advertising the sale, financing, lease or rental of housing which states or indicates any discrimination in connection with housing.

The City's original fair housing ordinance was repealed and recreated on October 16, 1990. Referred to as Chapter 109, it was subsequently amended on November 29, 1994, to prohibit both housing and employment discrimination. Regarding housing, the law applies to all housing units intended for occupancy by two or more families living independently of each other, eliminates provisions against testing, and substantially increases penalties for non-compliance, namely, forfeiture of not less than \$500 nor more than \$5,000 for the first violation, and not less than \$1,000 nor more than \$10,000 for each repeated violation. The City subcontracted with the Metro Milwaukee Fair Housing Council and Legal Aid Society to handle complaints that are in violation of the City's ordinance and other federal and state laws.

**B. City Subcontracts with Fair Housing Programs**

The **Metropolitan Milwaukee Fair Housing Council (MMFHC)** received a total of **\$124,000** in 2007 to affirmatively work toward integrated housing patterns by providing: fair housing/ fair lending presentations, research and technical assistance relative to fair housing/ fair lending issues, information relative to buying, renting and selling homes, counseling and investigation services to receive and resolve fair housing/fair lending complaints, distribution of a fair housing newsletter on a quarterly basis and a coordinated community-wide response to the problem of predatory lending. From their on-going case files, MMFHC worked on a total of **341** fair housing and fair lending discrimination complaints in 2007. MMFHC conducted 31 fair housing/fair lending presentations

reaching 1151 people through civic, business, educational, neighborhood, religious and housing industry groups. In addition, 3 fair housing educational seminars were conducted by MMFHC in which 260 persons were in attendance, including real estate professionals, landlords, tenants, homeowners and prospective homebuyers. There were also 227 community outreach contacts by MMFHC staff.

**MMFHC's Counseling and Investigative Services Program** investigated allegations from **112** individual fair housing complainants and continued to uncover insidious forms of systemic discrimination in the housing industry. MMFHC conducted tests in the rental, sales, insurance and lending industries throughout its service area. The results of testing activity have been particularly effective in legal action taken pursuant to complaints. The results of individual complaint activity and systemic cases have included filings with administrative agencies such as the U.S. Department of Housing and Urban Development and the Wisconsin Equal Rights Division, lawsuits filed in federal court and case resolutions which include monetary, affirmative and injunctive relief. This includes one of the largest settlements in a racial discrimination case in Milwaukee, involving a West Allis housing provider, who paid over \$114,000 to three African American homeseekers and MMFHC.

**MMFHC's Education and Outreach Program** informed home-seekers and housing providers about fair housing rights and responsibilities to ensure compliance with fair housing laws. MMFHC staff, on 98 occasions, assisted homebuyers, members of the housing industry, community organizations and government staff in resolving fair housing issues and concerns. Fair housing and fair lending presentations were given to civic, business, educational, neighborhood, religious and housing industry groups. Specific examples include presentations conducted at: the Milwaukee Urban League, Housing Resources Inc., Metcalfe Park Neighborhood Association, the United Community Center (UCC), four Interfaith Older Adult meal sites, the Community Brainstorming Conference, the League of Women Voters, Homebuyer Counseling Services, the Wisconsin Women's Business Initiative Corp., and a variety of classes at UW-Milwaukee, Marquette University and Cardinal Stritch College. Additionally, presentations were given to groups such as Calvary Baptist Church, Christian Faith Fellowship and faith-based institutions in cooperation with MMFHC's Interaction for Action program, an interfaith network of clergy and laity from suburban and urban areas, working to foster inclusive communities.

As part of its Outreach and Education activities, MMFHC also disseminated over a thousand brochures, in both English and Spanish, throughout the Milwaukee area. These brochures outlined the fair housing laws as well as the rights and responsibilities of housing providers and consumers under those laws. Additionally, MMFHC provided information and referral services on 984 occasions, and technical assistance to representatives of government, civic and industry groups and private individuals on 98 occasions throughout 2007. Accessing and networking with individuals and groups throughout the community was also an essential component of MMFHC's outreach activities as 227 such contacts were made in 2007.

**MMFHC's Fair Housing Training Services** assisted housing professionals in the real estate, insurance and mortgage lending industries and provided contractual fair housing training. MMFHC conducted specialized seminars on fair housing issues for groups including the Wisconsin Condominium Association and the Nonprofit Center of Milwaukee. These seminars provided in-depth information on fair housing and fair lending laws, procedures and other related issues. Additionally, MMFHC provided training as part of the educational curriculum for the Homeownership Counseling Education program, a certification program for homebuyer counselors administered by the University of Wisconsin Extension Program.

**MMFHC's Community Economic Development (CED) Program** operated in two general arenas during 2007: *Fair Lending and Fair Growth/Affordable Housing*. CED staff answered calls from a predatory lending hotline and investigated **229** fair lending allegations. After investigating the loan and discussing options with the client, where appropriate, cases were referred to Legal Aid, other attorneys and/or lenders and housing counseling agencies. Also,

when appropriate, CED worked on behalf of clients to restructure existing loans or to find other, more appropriately priced loans, sometimes helping clients apply for refinancing through the rescue fund operated by the National Community Reinvestment Coalition (NCRC). CED also helped consumers file complaints with the Wisconsin Department of Financial Institutions.

CED continued to generate television, radio, and print coverage on predatory lending as part of its outreach and education. CED staff disseminated informational brochures on predatory lending in English and Spanish and gave educational presentations to church groups, neighborhood associations, civic organizations, social service groups, elected officials and affordable housing professionals. CED staff helped plan and implement workshops designed for people considering refinancing or home equity loans, including workshops at the Money Conference and other neighborhood or community-based events.

CED staff continued to convene a citywide group called the CRA Caucus. The CRA Caucus works to collectively find ways to encourage lenders to live up to their commitments under the Federal Community Reinvestment Act (CRA). During 2007, the CRA Caucus submitted a comment letter to the Federal Reserve Board, detailing community and consumer concerns about National City Bank's purchase of MidAmerica Bank, which had purchased St. Francis Bank in 2003.

CED staff provided technical assistance to the City of Milwaukee's Foreclosure Prevention group, as well as to foreclosure prevention groups convened by HUD and the State of Wisconsin. Other fair lending and CRA-related advocacy included periodic meetings with lenders to learn about their policies and loan products and to provide them with information from the community and writing letters to Federal regulators, commenting on proposed changes in the way that the Community Reinvestment Act is implemented.

The ***Legal Aid Society of Milwaukee***, Inc., received a total of \$50,000 and represented vulnerable inner city residents who have been victims of predatory lending practices. Through its A-LINE Project, the economic viability of clients has been increased and, in turn, the city neighborhoods in which clients live. Some 2007 successes include:

1. After winning a significant victory in 2006 in the Wisconsin Supreme Court case *Wisconsin Auto Title Loans v. Jones*, the Jones case was remanded to Milwaukee County Circuit Court. Legal Aid Society is continuing to pursue its class action against this auto title lender.
2. Legal Aid Society filed several other cases against auto title lenders, including one in which Legal Aid is seeking a statewide injunction and individual damages for the auto title lender's failure to properly disclose car club charges and debt collection violations. This action is being pursued relying on the Wisconsin Consumer Act and Wisconsin's Unfair and Deceptive Acts or Practices Act. (UDAP).
3. Legal Aid Society has successfully brought actions involving automobile loans, including cases challenging illegal automobile repossessions; failure to make required Truth-in-Lending Disclosures and Wisconsin Consumer Act disclosures; and violations of UDAP.
4. Legal Aid Society continues to pursue its class action against a law firm representing pay day lenders in collection actions. This collection law firm engaged in wholesale violations of Wisconsin collection law and victimized thousands of Milwaukee County residents.
5. Legal Aid Society continues to provide direct representation to the victims of predatory mortgage lending practices and mortgage foreclosure rescue scams. In 2007, 89 new cases were opened; 78 were successfully settled obtaining settlements in cash or other economic value in excess of \$425,000.

*Other 2007 successes include:*

- Renegotiation of a predatory mortgage loan in which the loan servicer had misapplied escrow payments and put the homeowner into foreclosure. We were able to reduce the principal balance owed from \$30,000 to \$21,000 and the interest rate from 14.30% adjustable rate to 6% fixed.
- Settlement of a foreclosure case which involved negligence of a title company which closed a refinancing without paying off a previously existing second mortgage resulting in a cash settlement for the client.
- Obtaining a favorable settlement for a client who was victimized by a telephone solicitation refinancing through Ameriquest Mortgage Loan Co. The client is a severely disabled woman who was vulnerable to push marketing techniques and, as a result, entered into an improvident loan refinancing of her home. Legal Aid Society was able to obtain a 33% reduction in the client's principal balance on the loan and conversion of a high adjustable rate mortgage loan into a 6% fixed rate, allowing the client to remain in her home.
- Renegotiating a toxic loan product into an affordable 30-year fixed rate mortgage. Our client had entered into a first and second mortgage on her home. The first carried an interest rate of 11.25% and the second a rate of 20%. The first mortgage required a balloon payment after 7 years. Legal Aid was able to convince the lender to forgive the second mortgage entirely and modify the first mortgage into a fixed rate, 30-year mortgage. Our client's monthly payment went from \$900 per month to an affordable \$500 per month, allowing the client to keep her home.
- Legal Aid society continues to be in the forefront of efforts to combat a growing area of mortgage fraud commonly referred to as "mortgage foreclosure rescue scams." Currently representing more than 15 victims who have had the equity in their homes stolen. Legal Aid has filed or is in the process of filing 8 lawsuits against these predators and has continued to work very closely with law enforcement and criminal prosecutors to bring these scam artists to justice. The biggest victory is the imminent passage of state legislation which will strictly regulate the sale of properties in foreclosure and put the criminals engaging in these scams out of business. This legislation was the result of a collaboration among Legal Aid Society, Metropolitan Milwaukee Fair Housing Council, the League of Women Voters, the Partnership for Housing Development and other organizations, corporations and individuals.
- In 2007, there were 5,646 foreclosures filed in Milwaukee County, an increase of more than 50% from 2006. In response to this crisis, Legal Aid Society conduct a massive research project, reviewing over 4,000 foreclosures filed in Milwaukee County Circuit Court in 2006 and 2007. Legal Aid has established a database with detailed information providing an in-depth profile of the foreclosures filed in Milwaukee County. Using this data base, Legal Aid is researching impact litigation and strategies to help combat foreclosures in Milwaukee County. In addition, Legal Aid has worked in close collaboration with the Mayor of Milwaukee, Department of Neighborhood Services and the City Attorney to develop strategies to deal with the increase in vacant, boarded up properties, the associated increase in crime and vandalizing of vacant properties and decrease in property values.
- Legal Aid Society received recognition when Attorney Catherine M. Doyle was named Legal Professional of the Year by *Wisconsin Builder*.

When homes are lost to foreclosure, they become empty and depress the value of the surrounding neighborhood. Helping clients remain in their homes, helps preserve the economic vitality of Milwaukee neighborhoods. Repossession of the family car or garnishment of wages, robs working families of the means to pay for shelter and transportation to work. By defending low-income Milwaukeeans from unwarranted foreclosures, repossessions and judgments, Legal Aid Society continues to promote the economic vitality of the City of Milwaukee.

C. The City's **Office of Diversity and Outreach** was established in January 2003 to promote diversity within the City's workforce and to ensure compliance with applicable City policies, ADA regulations, fair employment, anti-harassment and discrimination laws.

The Office of Diversity and Outreach also assisted City of Milwaukee residents who believe they have been discriminated against in housing or employment with the means to file a complaint. Following intake of a complaint, referrals were made to the appropriate body (i.e., EEOC, Metro Milwaukee Fair Housing Council, Legal Aid) for investigation and action.

#### **D. Annual Review of Lending Practices by City Comptroller**

The Milwaukee Common Council adopted legislation requiring the City Comptroller to prepare an annual report on lending practices by area financial institutions. Besides focusing on residential lending practices, the review also compared lending patterns by race and income and compares the racial loan denial rate for Milwaukee with forty-nine other large metropolitan areas in the country. Recommendations were provided for improving residential lending in those areas of the City where homeownership is lowest and annual reviews of the progress that City departments have made in implementing prior report recommendations. This report was distributed to community-based organizations, lenders and others to help facilitate action on the recommendations.

### **TITLE II Of the Americans with Disabilities Act of 1990(ADA)**

Title II of the ADA prohibits discrimination against persons with disabilities in all services, programs and activities made available by State and local governments. CDGA included this language in all contracts with funded organizations.

#### **Section 504 of the Rehabilitation Act of 1973**

Section 504 prohibits discrimination against persons with disabilities and requires that a percentage of funded projects be handicapped accessible. CDGA routinely reviewed plans for multi-family housing and facilities where CDBG funded services are provided to ensure accessibility and participation by disabled persons.

#### **SECTION 8 – Rent Assistance Program**

The Housing Authority of the City of Milwaukee (HACM) receives funds from HUD to operate its Rent Assistance Program (RAP). RAP pays rental subsidies to private landlords who rent to very low -income tenants in the program. Under the Housing Voucher Choice Program, units cannot exceed HUD's fair market rents, meaning that rents must be determined reasonable in relation to other units in the area. In the voucher program, tenants are able to rent units which have rents from 10% to 20% above fair market value when they locate to a "non-impacted" area --- where fewer than 40% of the families are below the poverty level.

HACM also participated in a program which markets the benefits of living in non-traditional residential areas and encouraged more rent assistance clients to move to such areas. This was

accomplished through: orientation briefings to explain fair housing law, client location options and additional services; general counseling to families regarding housing choices and housing search skills; direct tenant referrals to available units in non-traditional areas resulting in the pro-integrative placement of families; and, the recruitment of new owners of units in non-traditional areas. During orientation and counseling, all RAP applicants were informed that they could seek housing anywhere they chose and were also informed of the portability provisions of vouchers and the advantages of locating to a non-traditional area. Listings of housing units were provided to applicants, including many in non-traditional areas. Also, a list of wheelchair accessible units was made available upon request for those in need.

In addition, the City continued its commitment to city-wide fair housing programs to help ensure accountability in lending by government-chartered lending institutions in the areas of: home purchase, home improvement and business loans, employment and promotional opportunities and contracting opportunities for minority and women-owned businesses.

### **Community Organizing to Strengthen Milwaukee Neighborhoods**

Community organizing is recognized as an important component in strengthening Milwaukee neighborhoods through resident action on crime prevention and housing blight. In 2007, **\$792,000** in CDBG funds was awarded to neighborhood organizations to undertake activities to make Milwaukee neighborhoods safer, cleaner and more attractive, which is essential to any effort to affirmatively promote fair housing choice.

**Independence First** - continues to provide referrals to accessible housing in and around the Metropolitan Area.

### **Homebuyer Counseling & Other Homebuyer Assistance Activities**

A total of **\$300,000** was allocated for homebuyer counseling and other homebuyer assistance activities which resulted in **203** mortgage loan closings for *first-time* low income homebuyers. Besides pre-purchase counseling and mortgage loan assistance, funded agencies provided budget counseling and assistance with credit repair.

The counseling agencies met regularly to maintain a collaborative working relationship with one another. They addressed issues related to affordable home ownership resulting in the following system improvements to better serve prospective clients: utilization of a standardized data base, standardized employee qualifications and job descriptions, on-going training for home buyer counselors and the establishment of community outstations to improve access to homebuyer assistance services. Homebuyer counseling services have expanded to include assistance to residents in obtaining home improvement/repair loans, refinancing of existing mortgage loans, post purchase, tax default and mortgage default counseling.

These efforts all play a major role in affirmatively furthering fair housing and have helped result in the following accomplishments:

- ❖ Increased owner occupancy in areas previously neglected and ignored by lenders
- ❖ Promotion of neighborhood stability and pride; increased City tax base
- ❖ Promotion of the Central City as a desirable place to live and work
- ❖ Education and training programs for lenders to help eliminate stereotypes that create barriers for prospective homeowners
- ❖ Improved communication between community agencies and lenders
- ❖ Increased access to mortgage and other lending by persons previously denied, namely persons of color.

<b>2007 Block Grant Awards used to Reduce Housing Impediments</b>	
<b>CDBG Funded –Activity</b>	<b>2007 Allocation</b>
Community Organizing/Crime Prevention/NSP	<b>\$792,000</b>
Home Buying Counseling Program & Homebuyer Assistance Activities	<b>\$300,000</b>
Metropolitan Milwaukee Fair Housing Council /Legal Aid Society	<b>\$174,000</b>
<b>TOTAL</b>	<b>\$1,266,000</b>

*Source: 2007 CBGA Program Records*

#### **4. Address Obstacles to Meeting Underserved Needs**

##### **Identify actions taken to address obstacles to meeting underserved needs.**

PY 2007 CAPER General Questions #4 response:

The City of Milwaukee engaged in the following initiatives in 2007:

- ❖ Supported the efforts of the Metropolitan Milwaukee Fair Housing Council & the Legal Aid Society.
- ❖ Supported changes in the Move to Opportunity Program to:
  - \*Open the program to residents other than occupants of public housing and HUD-funded projects.
  - \*Expand the jurisdiction of the program to all "non-impacted" census tracts in the metropolitan area.
  - \*Required recipients to maintain residence in "non-impacted" areas for the length of the subsidy.
  - \*Continued the efforts of the Rent Assistance Program. Solicited new property owners in non-traditional areas; counseled tenants on housing choice and housing opportunities; and, continued outreach to property owner organizations.
- ❖ Continued to review the Comptroller's monitoring of local lending activities as authorized by the Socially Responsible Investments Ordinance.
- ❖ Continued a pilot Summer Youth Internship Program for Milwaukee's low income unemployed youth.
- ❖ Funded job training and placement programs to improve job seekers' skills to employer needs; funded job placement programs that provided transportation to jobs in outlying communities.
- ❖ Funded the pilot Driver's License Employability & Restoration Project to enable persons to seek employment in outlying areas.

- ❖ Funded several programs to address the health needs of residents and prenatal care for at-risk mothers and their children.
- ❖ Improved coordination between economic development agencies and social service providers to target social service and other resources to residents.

### **Foster and Maintain Affordable Housing**

#### **5. Identify actions taken to foster and maintain affordable housing.**

PY 2007 CAPER General Questions #5 response:

The City continued to promote and provide opportunities for low income citizens to access affordable housing. All of the programs listed hereafter in this section provide outcomes that are consistent with the goals articulated in the Consolidated Plan. The Plan indicated that efforts will be made to increase homeownership opportunities and to improve the condition of the City's rental housing stock with an emphasis on large family rental units.

#### **Key components of the Housing strategy are:**

- ❖ Expanded homeownership opportunities; maintenance/improvement of existing units
- ❖ Expansion and maintenance of quality, affordable, rental housing
- ❖ Safe, well-maintained and revitalized neighborhoods
- ❖ Coordination of public and private resources

#### **2007 Key Accomplishments:**

- 1) Promoted and provided opportunities for low income citizens to access affordable housing.
- 2) Increased the number of decent, safe and sanitary affordable rental units, with an emphasis on creating units to accommodate large families.
- 3) Increased the number of units accessible to persons with disabilities.
- 4) Continued owner-occupied housing rehabilitation for very low income households and construction of affordable new housing units.
- 5) Continued partnerships with lenders, developers and others in the private sector to utilize additional resources for housing development and rehabilitation.
- 6) Continued to support projects which involved work experience and apprenticeships for young persons in home repair and home construction such as the Freshstart/YouthBuild Housing Apprenticeship and Milwaukee Community Service Corp. programs.
- 7) Continued to assist community housing development organizations in building capacity to improve their ability to undertake housing development projects.
- 8) Improved the condition of the City's rental housing stock through intensive code enforcement, landlord tenant educational programs and an aggressive receivership program for nuisance properties.

- 9) Continued to make available City-owned tax foreclosed properties available to nonprofit developers at reduced costs.
- 10) Supported efforts to reduce or eliminate predatory lending and racial discrimination in housing transactions in the City of Milwaukee.
- 11) Continued aggressive blight elimination efforts including spot acquisition, demolition, graffiti abatement, vacant lot maintenance and infill housing.
- 12) Expanded homeownership opportunities through Homebuyer Counseling programs and other homebuyer assistance activities (budget and credit counseling, post purchase, tax default and mortgage default counseling).
- 13) Combated lead hazards through collaboration with existing housing programs and the Milwaukee Health Department.
- 14) Partnered with housing providers to create a City Housing Trust Fund, of which CDGA provides administrative oversight.

In addition, there are several other programs and projects that produced affordable housing opportunities for homeowners and renters, some of which include:

**The City of Milwaukee** operates a combination of residential rehabilitation programs, public housing, homeownership and fair housing initiatives, each designed to foster and maintain affordable housing.

The largest effort is public housing operated by the Housing Authority of the City Milwaukee (HACM) which manages 4,312 housing units. With the units HACM owns and maintains and the Section 8 Rental Assistance program it administers, a large segment of Milwaukee's very low income population is provided with affordable housing. In conjunction with those efforts, programs operated by funded community-based agencies encourage the maintenance and upkeep of affordable housing.

**Acquire/ Rehab/ Sell/New Home Construction** - CDBG/HOME funds were allocated for this program which acquired, rehabilitated and sold houses to low income families as part of a comprehensive and targeted neighborhood initiative. Distressed properties that were slated for demolition were rehabilitated for income eligible homebuyers. Working with non-profit CDBG and HOME-funded groups, the City allowed these operators first priority at selected, tax-foreclosed properties for a nominal cost, generally not exceeding \$500. Properties renovated by funded non-profits were made available to low to moderate income buyers at the after rehab market value of the property. With the City absorbing the gap between the after rehab appraisal and the cost of development, renovated properties were made available and affordable for income eligible persons.

### **Neighborhood Improvement Programs (NIPs)**

In 2007, CDGA and the Department of Neighborhood Services partnered with community organizations to operate Neighborhood Improvement Programs (NIPs). These programs provided direct housing rehab services to abate building code violations for very low and extremely low-income owner occupants in the CDBG target area.

## **Department of City Development**

The City's Department of City Development (DCD) works to promote affordable housing, increased homeownership and neighborhood stability by providing resources to upgrade Milwaukee's housing stock and by collaborations designed to improve the quality of life in City neighborhoods. This is accomplished with a broad range of partners including other City Departments, community-based agencies, financial institutions, residents, developers and the local philanthropic community.

DCD's *Owner-Occupied Home Rehab Initiative* utilized CDBG/HOME funds to finance home rehabilitation for owner occupants of residential property (one to four units) who meet established family income guidelines. In addition, the program supplemented its activities with funding from City Tax Incremental Districts and local foundations to support additional loans for home rehabilitation activities. In 2007, using CDBG and HOME funds, 113 loans were approved totaling \$1,881,900 for housing rehabilitation. An additional 30 loans totaling \$297,800 for the rehabilitation of 42 units were also approved using non federal sources including tax incremental district funding, and support from the Harley Davidson Foundation.

DCD's *Rental Rehabilitation Program* utilized HOME funds to assist responsible landlords in creating safe, decent and affordable housing for income qualified tenants. Under the program, landlords must reserve a certain number of their units for low and moderate income tenants for an extended period of time, generally five to ten years after the renovations are completed based on the amount of HOME funds received. In 2007, 18 loans were approved under the program totaling \$601,900 for housing rehabilitation with total investment in rent rehab projects exceeding \$4.9 million.

DCD's *Housing Production Program* promoted homeownership through the acquisition, rehabilitation and sale of properties for homeownership, as well as the construction of new single family housing.

## **Targeted Investment Neighborhoods**

A significant portion of DCD's loan and grant programs were concentrated in the City of Milwaukee's Targeted Investment Neighborhoods (TINs). In a TIN, DCD, working with neighborhood partners, focuses resources in a relatively small geographic area in an effort to stabilize and increase owner occupancy, strengthen property values, assist property owners and improve the physical appearance of the neighborhood.

In addition to the physical redevelopment activities accomplished through DCD's loan programs in the TINs, DCD worked with its partners on number of initiatives to address quality of life issues in the neighborhood. These activities included:

**CLEAN SWEEPS PROGRAM** – Clean Sweeps is a collaboration between DCD and the Milwaukee Police Department (MPD), Department of Public Works, Department of Neighborhood Services (DNS), Milwaukee Fire Department and numerous community groups in the TINs. The program conducted drug sweeps by MPD followed by DNS issuing orders for garbage, graffiti, nuisance vehicles and substandard properties. DPW Sanitation crews picked up large trash items and issued orders for uncut grass. The Milwaukee Fire Department provided free smoke detectors in some of the TINs. By linking these City services, the impact was immediate and visible and directly supported the improvement efforts in the TINs.

COMMUNITY PARTNER SUPPORT- Through a grant obtained from the Helen Bader Foundation, DCD provided resources to support the organizing efforts of its TIN community partners. The collaboration resulted in the following:

- 1,842 door to door contacts were conducted with TIN residents
- 14,774 pieces of literature were distributed in the TINs
- 38 promotional meetings were held
- 7 block parties were facilitated
- 57 neighborhood cleanups were completed
- 37 new neighborhood leaders were identified
- 97 nuisance properties were reported to appropriate officials
- 226 referrals were made to the Milwaukee Police Department and Community prosecutors
- 89 referrals for building code violations were made to the Department of Neighborhood services

BLOCK BUILDER PROJECTS – Through a grant obtained from the Milwaukee Foundation, DCD provided technical assistance and resources to local neighborhood organizations for block improvement projects designed to make positive visual improvement to TIN neighborhoods as well as encourage resident involvement and civic participation. In 2007, 11 resident driven small block improvement projects were completed under the program.

NEIGHBORHOOD MENTORING PROGRAM – Through a grant obtained from the Milwaukee Foundation, DCD created a pilot Neighborhood Mentoring Program which is pairing a strong grass roots neighborhood organization with an emerging neighborhood organization. The goal of the program is to develop sustainable leadership at the neighborhood level.

RESTORATIVE JUSTICE - In 2007, DCD began collaboration with Genesis Behavioral Services' Restorative Justice Program. This collaboration resulted in over 1,000 man hours being completed by Genesis clients. Genesis clients assisted DCD with distributing TIN applications, neighborhood clean ups, distributing important neighborhood safety information, and implementing beautification efforts. Genesis clients demonstrating outstanding initiatives were issued reference letters for potential employers.

## **OTHER HOUSING INITIATIVES**

**Legacy Redevelopment Corporation:** Building on the success of City Homes, Lindsay Heights and other infill new construction efforts, the City teamed up with Legacy Redevelopment Corporation on a plan to redevelop land that was cleared for the Park West freeway in the vicinity of N. 20<sup>th</sup> Street and West Garfield Avenue. Implementation of the plan began in 2007 and involves the construction of up to 75 new single-family homes on vacant city lots, the rehabilitation of existing properties, new infrastructure improvements and enhancements to nearby Johnson's Park. A Tax Incremental District(TID) was created to support public infrastructure and park improvements, as well as create rehabilitation resources for existing property owners. In response to changing market conditions during 2007, CDGA worked closely with Legacy Redevelopment to revise the subsidy structure of this project. Due to a very strong real estate market in the project area, it was determined that a project-based subsidy would not be justified and that a direct buyer subsidy will be necessary to ensure low income homeownership in this otherwise market rate development. Working closely with the City of Milwaukee, Housing Resources, Inc., Federal Home Loan Bank of Chicago and the State of Wisconsin, Legacy will provide direct homebuyer subsidies to eight low income homebuyers.

### **Lindsay Heights Homeownership Initiative/Tax Incremental District (TID)**

For the past several years, the City of Milwaukee, WHEDA, the YMCA CDC and local neighborhood residents have been collaboratively working to improve housing conditions in the Lindsay Heights neighborhood, bounded by North 12<sup>th</sup> Street, North 20<sup>th</sup> Street, West Walnut Street and West Locust Streets. One of the primary strategies was a demonstration project to produce new affordable homes on vacant City owned lots within the area. Additional efforts included providing resources and incentives to existing homeowners to improve their properties.

Building on these efforts, the partners worked to create a realistic vision for the Lindsay Heights neighborhood to help guide future development in a long term and sustainable manner. To implement the plan, as well as accelerate development efforts, the City of Milwaukee created the Lindsay Heights Tax Incremental District (TID) in the summer of 2001, the first privately-funded housing TID in the City of Milwaukee. Creation of the TID is providing additional resources for housing rehabilitation and new construction in the neighborhood. A consortium of local lenders and the Local Initiatives Support Corporation provided financing for the TID.

In 2007, three(3)houses were built and 14 were rehabbed under the program.

Since its inception, this project has resulted in the construction of over 160 homes representing over \$28 million in investment. Additionally, 185 properties have been rehabbed, representing total investment of over \$1.8 million.

**Bishop's Creek CDC:** Bishop's Creek CDC is currently certified as a City of Milwaukee CHDO and HOME funds were set-aside to facilitate the production of nine new and rehabilitated homes to be completed between 2007 and 2008. Currently two projects are underway and will be sold to households earning less than 80 percent of County Median Income(CMI).

### **Josey Heights**

In 2007, marketing began for Josey Heights, a new subdivision with 53 new owner occupied houses located at North 12<sup>th</sup> and West Lloyd Streets. This all "green" subdivision incorporates permeable paving, bioswales and rain gardens that will minimize the impact on the City's storm sewer system. The City created a tax incremental district to fund infrastructure for the development.

### **Metcalfe Park Homes Initiative**

In 2006, the City created a Tax Incremental District (TID) in the amount of \$1.4 million to support housing redevelopment in the Metcalfe Park neighborhood. The TID provided funding to support the efforts of Gorman & Company and the Milwaukee Urban League to build 30 new single family homes under a lease to own program, as well as create a pool of resources for existing property owners to improve the exteriors of their homes. The City also sold contributed vacant lots for new home construction to support the initiative. HOME funds were provided to assist in the construction of ten homes which were completed in 2007. DCD is also collaborating with a number of other partners to complement the physical redevelopment efforts in the neighborhood with resident initiatives and community organizing efforts.

## **N. 20<sup>th</sup> and W. Walnut**

To continue the momentum of the single family new construction efforts of CityHomes, Lindsay Heights and Habitat for Humanity, in 2007, the City created a TID for the long vacant and blighted site located at N. 20<sup>th</sup> and W. Walnut Streets. The "Walnut Circle" development will consist of 32 new single family owner occupied housing units. A TID is providing funding for site acquisition and new infrastructure improvements.

## **Mitchell Street Tax Incremental District**

In 2007, a neighborhood Tax Incremental District was created to support the redevelopment of the Historic Mitchell Street commercial district, as well as to provide a pool of funds in the amount of \$400,000 to assist neighboring homeowners in making improvements to their properties. The model is one that is being increasingly employed by DCD to utilize resources in a manner that supports neighborhood redevelopment and coordination of housing and commercial redevelopment activities.

## **Land Assets and Affordable Housing**

DCD manages the City's real estate assets in a manner that lends significant support to the development of additional affordable housing opportunities in City neighborhoods.

In 2007, 83 vacant lots were sold to non-profit and affordable housing developers, including 26 lots to support the efforts of Habitat for Humanity. In addition, 15 improved properties were sold to non profit organizations. The properties were sold at significantly discounted prices to support affordable housing development efforts. Often, these sales involved the development of affordable housing projects utilizing the low income housing tax credit program, which has been a significant source of subsidy for the creation of long term affordable housing units in the City. As a result, the number of tax credit applications for Milwaukee developments has significantly increased over the past 3 years, as has the amount of credits awarded to City of Milwaukee projects.

Among the projects that resulted:

- The Prince Hall Village project involved the construction of 24 new units of affordable family housing at the intersection of North Avenue and Teutonia Avenue on vacant City owned land. The project used affordable housing tax credits and represents an investment of \$6.2 million. The project is currently under construction.
- The United House project involved the construction of 24 units of affordable supportive housing for special needs populations located at 25<sup>th</sup> and Center on vacant city land. The project used affordable housing tax credits and represents an investment of \$4.3 million. The project is currently under construction.
- The Handsome Plaza project involved the construction of 24 new units of affordable family housing with ground floor commercial space at the intersection of Teutonia and Center on vacant city land. The project used affordable housing tax credits and represents an investment of \$4.8 million. In addition, \$290,000 in CDBG Large Impact Development(LID) funds were allocated to this mixed-use development for the commercial component.

- The Fond du Lac and Center project involved the construction of 24 new units of affordable family housing with ground floor commercial space on vacant City land. The project used affordable housing tax credits and represents an investment of \$4.4 million and was completed in 2007.

**Habitat for Humanity:** The City of Milwaukee embarked on a new relationship with the Milwaukee chapter of Habitat for Humanity. HOME funds were provided to offset the cost of constructing 35 new single-family homes for very low-income households. These new homes helped breath new life into some of the most deteriorated neighborhoods in the City of Milwaukee. Recent changes to Habitat's charter has allowed additional assistance to be provided from the City of Milwaukee and has helped to strengthen this partnership.

**American Dream Downpayment Initiative(ADDI):** During 2007, the City of Milwaukee continued the administration of the American Dream Downpayment Initiative (ADDI) utilizing its 2007 grant award of \$105,007. The ADDI program aims to increase the homeownership rate among low income and minority households by providing downpayment, closing costs and rehabilitation assistance to eligible first-time homebuyers with incomes below 80% of the area median income. Funding was provided to Select Milwaukee, who was designated the lead agency of a consortium of six homebuyer counseling agencies. The program continues to be a success with the consortium utilizing all 2007 funds to help low-income persons own their own home.

### **Windsor Court Rehabilitation**

This project involved the rehabilitation of 200 apartments to be rented to low-income households near N. 20th and W. Juneau Avenue. HOME funds were used to assist in the rehabilitation of 10 units. This project was completed in 2007.

Both the Metcalfe Park and Windsor Court projects were completed in partnership with Gorman & Company using Low Income Housing Tax Credits provided by the Wisconsin Housing and Economic Development Authority. The HOME funds provided helped to reduce the cost of completing these units and helped to ensure the project's long-term affordability.

### **SECTION 8 – Rent Assistance Program**

The Housing Authority of the City of Milwaukee (HACM) receives funds from HUD to operate its Rent Assistance Program (RAP). RAP pays rental subsidies to private landlords who rent to very low income tenants in the program. Under the Housing Voucher Choice Program, units cannot exceed HUD's fair market rents, meaning that rents must be determined reasonable in relation to other units in the area.

### **Housing Trust Fund**

During 2006, the Common Council and Mayor of the City of Milwaukee voted to provide \$2.5 million in bonding to capitalize a Housing Trust Fund in 2007. Additional ongoing revenue sources to maintain the Trust Fund include revenue from: a) Potawatomi gaming proceeds; b) TIF expansion dollars, and; c) Designated PILOT funds.

Milwaukee County has also been supportive of this initiative and the County Board has allocated \$1 Million for affordable housing in the City from the proceeds of the sale of Park East land.

In 2007, a competitive application process was conducted and the City of Milwaukee received 21 responses to its first Housing Trust Fund Request for Proposals. Requests totaling \$5,650,263 and leveraging \$85,466,315 were received in the following categories: *Homelessness, Rental and Homeownership*. Following a review by the Housing Trust Fund Technical Committee, the Milwaukee Common Council and Mayor Tom Barrett approved the following projects:

**HOUSING TRUST FUND ALLOCATIONS**

<b>Applicant</b>	<b>Project Description</b>	<b>Total Award</b>
St. Catherine's Residence, Inc.	Construction of new rental units (1018 E. Knapp Street)	<b>\$264,000</b>
Mercy Housing-Lakefront	Permanent supportive living facility for homeless persons-former Johnston Community Health Center at 1230 W. Grant Street	<b>\$750,000</b>
Heartland Housing & Guest House of Milwaukee	Rehabilitation of apartments for homeless persons-1218 W. Highland Avenue	<b>\$125,000</b>
United Methodist Children's Services	Expansion to include low income housing - 3940 W. Lisbon Avenue	<b>\$200,000</b>
Milwaukee Christian Center	New housing construction-CHDO project (multiple locations)	<b>\$68,000</b>
<b>TOTAL</b>		<b>\$1,407,000</b>

## Summary of Progress

### Comparison of Actual Housing Accomplishments with Proposed Goals for the 2007 CDGA Program Year

**HUD Objective:** Decent, affordable housing

**HUD Outcome:** Affordability

**CDGA Consolidated Plan Priority Goals/Objectives:** Create and maintain affordable homeownership opportunities and affordable, quality rental housing for community residents

**CDGA Long-Term Outcomes:** Increased Property Values, Increased Economic Vitality, Reduced Crime, Improved Neighborhood Quality of Life

Housing Activities( <i>funded by CDBG, HOME, ADDI</i> )	Third Year Goal	Actual
Acquire/Rehabilitation/Sell, New Construction, Freshstart Housing Youth Apprenticeship Program (#units)	53	53
Owner-Occupied Housing (Neighborhood Improvement Project-NIP; DCD Owner Occupied DPL Program)	171	252
American Dream Downpayment Initiative(ADDI))	20	38
Rental Rehabilitation (#units)	50	96
Homebuyer Counseling (#new mortgage loans)	245	203
Graffiti Abatement(#property units)	600	967
Minor Home Repair (#served)	330	299
FOCUS –Smoke detector installation & fire prevention (#households served)	1,000	949
Lead Prevention/Abatement Program(#units abated)	625	564
Housing Accessibility Program(handicapped ramps & other accessibility improvements)	25	12
Tenant/Landlord Training (#trained)	750	1,149
Tenant Assistance Program (#assisted)	1,670	1,382
Receivership Inspections of Nuisance Properties (#inspections)	120	358
Targeted Code Enforcement Initiatives (#inspections)	1,560	1,418
Rent Withholding/Rent Abatement (#served)	120	162

\*The U.S. Dept. of Housing & Urban Development does not count units as complete until they are sold. Units complete or where rehab is underway, will be counted once they are sold to an income eligible beneficiary.

## Major Housing Projects

<u>Project Name/Description</u>	<u>Funding</u>	<u># Units proposed</u>
<p><b><u>Ezekiel Community Development Corp. – Infill</u></b> Six single-family homes have been constructed and sold to low/mod income homebuyers on vacant land at N. 17<sup>th</sup> and W. Galena Streets. HOME assistance was provided in the form of a development subsidy.</p>	\$180,054 (HOME)	6/HOME
<p><b><u>Bishop's Creek Development</u></b> Bishop's Creek CDC was certified as a City of Milwaukee CHDO and HOME funds were set-aside to facilitate the production of nine new and rehabilitated homes to be completed in 2007. These properties will be sold to households earning less than 80 percent of CMI.</p>	\$522,000 (HOME)	9/HOME
<p><b><u>Metcalfe Park Homeowner Initiative</u></b> A total of 30 single family homes will be constructed, under a lease to own program in the Metcalfe Park neighborhood near N. 35<sup>th</sup> and Center Street. All homes will be constructed using universal design, which allows the homes to be easily adapted for persons with physical disabilities. HOME funds were provided to assist in the construction of ten homes which were completed in 2007.</p>	\$336,000 (HOME)	10/HOME
<p><b><u>Windsor Court Apartments – Rehabilitation</u></b> This project involved the rehabilitation of the Windsor Court Apartments near 20th and Juneau. This project consists of the rehabilitation of 200 apartments to be rented to low-income households. HOME funds were used to assist in the rehabilitation of 10 units which were completed in 2007.</p>	\$260,000 (HOME)	10/HOME
<p><b><u>St. Rose East</u></b> Multi-phase new housing construction project, with a plan to construct new homes within the 400 block of North 29<sup>th</sup> Street. The project is designed to eliminate blighted properties and recycle vacant lots into single-family homes for low/mod income households. CDBG funds were used for demolition and site preparation.</p>	\$300,000 (HOME) \$160,500 (CDBG)	7 HOME/CDBG
<p><b><u>West End Development Corp. – Condos/Conversion</u></b> Conversion of an abandoned, nuisance apartment building located at N. 27<sup>th</sup> and W. Wells Street for a low/mod income condominium mixed-use development. The developer will utilize City of Milwaukee HOME funds and private sector leverage to convert these units into <b>8</b> new single-family condominium units. HOME assistance is being provided in the form of a development subsidy.</p>	\$936,000 (HOME)	8/HOME
<p><b><u>Wisconsin Fresh Start/YouthBuild Program</u></b> This program provides on-site housing construction and rehabilitation training and work experience, off-site academic classes and supportive services for at-risk young people. The program provides young people with education, employment skills and career direction leading to economic self-sufficiency while also creating affordable housing opportunities in the community. Non-profit community-based agencies were funded to undertake this program. Two units were completed in 2007 with other units in progress.</p>	\$100,000 (CDBG) \$400,000 (HOME)	4 HOME/CDBG
<p><b><u>New Covenant Housing Corporation</u></b> The City of Milwaukee provided funding for the construction of affordable housing in the 4700 block of N. 34th Street. These properties will be sold to households earning less than 80 percent of CMI, providing new housing options for LMI households.</p>	\$144,000 (HOME)	2/HOME
<p><b><u>Habitat for Humanity</u></b> HOME funds were provided to offset the cost of constructing 35 new single-family homes for very low-income households in the Metcalfe Park neighborhood. This project was completed in 2007.</p>	\$180,000 (HOME)	35/HOME

**CITY OF MILWAUKEE -HOUSING PRODUCTION PROJECTS**



**NEW CONSTRUCTION – CHDO**  
2324 & 2328 S. 16<sup>th</sup> Street-(Milwaukee Christian Center)



**NEW CONSTRUCTION – CHDO**  
2324 & 2328 S. 16<sup>th</sup> Street-(Milwaukee Christian Center)



**NEW CONSTRUCTION – CHDO**  
2324 & 2328 S. 16<sup>th</sup> Street-(Milwaukee Christian Center)



**REHABILITATION – CHDO**  
1423 S. Comstock-(Milwaukee Christian Center)



**REHABILITATION – CHDO**  
1423 S. Comstock-(Milwaukee Christian Center)



**REHABILITATION – CHDO**  
1423 S. Comstock-(Milwaukee Christian Center)

# CITY OF MILWAUKEE-HOUSING PRODUCTION PROJECTS (OWNER-OCCUPIED)

## NEW CONSTRUCTION - METCALFE PARK NEIGHBORHOOD (Habitat for Humanity)



**CITY OF MILWAUKEE-HOUSING PRODUCTION PROJECTS (OWNER-OCCUPIED)**



**NEW CONSTRUCTION – FRESH START**  
2214 & 2218 N. 29<sup>th</sup> Street  
(Howard Fuller Educational Foundation & Northcott Neighborhood House)



**NEW CONSTRUCTION – FRESH START**  
2214 & 2218 N. 29<sup>th</sup> Street  
(Howard Fuller Educational Foundation & Northcott Neighborhood House)



(Howard Fuller Educational Foundation & Northcott Neighborhood House)



**NEW CONSTRUCTION – FRESH START**  
2049 S. 15<sup>th</sup> Street  
(Milwaukee Christian Center)



**NEW CONSTRUCTION – FRESH START**  
2049 S. 15<sup>th</sup> Street  
(Milwaukee Christian Center)



**NEW CONSTRUCTION – FRESH START**  
2049 S. 15<sup>th</sup> Street  
(Milwaukee Christian Center)



**Ezekiel Subdivision-1600 Block on North 17<sup>th</sup> Street**  
(Ezekiel Community Development Corporation)



**Ezekiel Subdivision-1600 Block on North 16<sup>th</sup> Street**  
(Ezekiel Community Development Corporation)



**Ezekiel Subdivision-1600 Block on North 17<sup>th</sup> Street**  
(Ezekiel Community Development Corporation)



**St. Rose East Phase II-400 Block N. 29<sup>th</sup> Street**  
(Merrill Park Neighborhood Assoc. & West End Development)



**St. Rose East Phase II-400 Block N. 29<sup>th</sup> Street**  
(Merrill Park Neighborhood Assoc. & West End Development)



**St. Rose East Phase II-400 Block N. 29<sup>th</sup> Street**  
(Merrill Park Neighborhood Assoc. & West End Development)

**CITY OF MILWAUKEE-OWNER-OCCUPIED NEIGHBORHOOD IMPROVEMENT PROJECTS(NIP)**



**1227 South 10<sup>th</sup> Street  
Milwaukee Christian Center  
Before**



**1227 South 10<sup>th</sup> Street  
Milwaukee Christian Center  
After**



**521 West Hadley Street  
Milwaukee Christian Center  
Before**



**521 West Hadley Street  
Milwaukee Christian Center  
After**



**2935 North 4<sup>th</sup> Street  
YMCA-CDC  
Before**



**2935 North 4<sup>th</sup> Street  
YMCA-CDC  
After**

**CITY OF MILWAUKEE – (NIP)**



**3226 North 35<sup>th</sup> Street  
West End Development Corporation  
Before**



**3226 North 35<sup>th</sup> Street  
West End Development Corporation  
After**



**1317 West Scott Street  
Social Development Commission  
Before**



**1317 West Scott Street  
Social Development Commission  
After**



**3211 North 16<sup>th</sup> Street  
Gibraltar Development  
Before**



**3211 North 16<sup>th</sup> Street  
Gibraltar Development  
After**

## **6. Leveraging Resources**

### **a. Identify progress in obtaining “other” public and private resources to address needs.**

PY 2007 CAPER General Questions #6a response:

**Leveraging Resources-** The City of Milwaukee is committed to leveraging funding resources from other types of public and private sources for community development projects funded through CDGA. The projects receiving Emergency Shelter Grant (ESG) funds utilize CDBG funds to match the use of the ESG funds. Also, in addition to CDBG funds, other State funds and non-governmental funds are used in conjunction with shelter related activities. The City’s Retail Investment Fund, which assists small businesses, also leverages significant amounts from private investment.

The housing rehabilitation projects leverage funds from the private sector mostly in the form of funds borrowed from lenders providing construction financing and permanent financing. State of Wisconsin Low Income Housing Tax Credits directly provide a needed subsidy in low-income rental projects by selling the credits to investors. HOME funds are sometimes combined with CDBG funds and/or private funds.

Economic development funds have complimented projects from the Department of Justice, Safe Havens which directly impact community security and safety issues. In 2007, the High Intensity Drug Trafficking Areas (HIDTA) program was again funded to compliment similar CDBG-funded activities.

### **b. Describe how Federal resources from HUD leveraged other public and private resources.**

PY 2007 CAPER General Questions #6b response:

#### **Coordination of Public and Private Resources: High Priority**

As can be seen in the following examples, in 2007, CDGA continued its concerted effort to coordinate and maximize federal grant funds with public and private investments, with the goal of significantly enhancing the viability of Milwaukee neighborhoods and meeting the priorities established in the HCD 5-year Strategy.

- ❖ Linking job creation to the City’s housing development efforts: The City’s housing development projects effectively linked job creation to their CDBG/HOME-funded programs. Neighborhood Improvement Project (NIP) housing rehabilitation programs promoted the development of small contractors, particularly minority, women and disadvantaged business enterprises.
- ❖ The City’s *Receivership Program* is an interdepartmental effort of the Department of Neighborhood Services, City Attorney’s office and the Milwaukee Police Department to abate nuisances or blighted properties, which threaten to destroy a neighborhood by forcing property values down. CDBG dollars and City tax levy funds enhanced this initiative and in 2007, 358 inspections were conducted against problem and nuisance properties.
- ❖ CDBG/HOME funds also enhanced public-private partnerships between the City, non profit organizations and the private sector such as the *Milwaukee Mainstreets Program*, *Summer Youth Internship Program*, *American Dream Downpayment Initiative* and *HACM’s* homeownership initiatives.

- ❖ In 2007, through the combined efforts of Federal, State and local anti-drug and law enforcement agencies, the City again received a grant from the United States Office of National Drug Control Policy to combat drug trade and use. The *High Intensity Drug Trafficking Area (HIDTA)* grant, administered by the City on behalf of the *Safe and Sound Program*, is a Federal project funded through the Office of National Control Policy and represents a coordinated approach to combating local drug trafficking and drug use. The *Safe and Sound Program* utilizes tough law enforcement and prevention by offering after school and weekend safe havens that provide educational, social and recreational activities for youth.

**c. Describe how matching requirements were satisfied.**

PY 2007 CAPER General Questions #6c response:

Report is in progress and will be forthcoming.

**7. Citizen Participation**

**a. Provide a summary of citizen comments.**

(\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool).

PY 2007 CAPER Citizen Participation #7a response:

To ensure adequate and accessible citizen participation, the City of Milwaukee adopted a Citizen Participation Plan, which was reviewed and approved by the Common Council of the City of Milwaukee on April 23, 1991, (Common Council File Number 902098). The plan outlines the procedures and processes used by the City and has since been updated and revised. The document was subsequently submitted to HUD.

**Citizen input into the 2007 CAPER.** In accordance with the regulations of the U.S. Department of Housing and Urban Development, the City of Milwaukee prepared a "draft" of the 2007 CAPER Report covering the City's Community Development Program from January 1, 2007 through December 31, 2007. The public comment period for review of the Report was *February 28, 2008* through *March 28, 2008*. CDGA notified all funded community agencies, NRSA coordinating agencies, elected officials and other interested persons through mailings. CDGA also published the availability of this report on the City's website and in the following publications on the dates listed and has submitted copies for public review at local libraries, CDGA offices and the City Legislative Reference Bureau.

- 1) Milwaukee Journal/Sentinel, Sunday, February 24, 2008 (Metro Section)
- 2) Port Publications/Ozaukee Press, Feb. 28, 2008(HOPWA)
- 3) The Waukesha Freeman, Feb. 26, 2008 (HOPWA)
- 4) Milwaukee Community Journal, Feb. 20, 2008
- 5) El Conquistador, February 22, 2008
- 6) West Bend Daily News/Hartford Times Press, Feb. 26, 2008(HOPWA)

**b. Describe how consideration was given to comments or views of citizens, received in writing or orally at public hearings, in preparing the CAPER.**

PY 2007 CAPER Citizen Participation #7b response:

CDGA welcomes the views and input of citizens and other stakeholders as it pertains to the CAPER and other reports disseminated to the public. Any comments, letters or other correspondence received are considered and are included in reports submitted to HUD.

## 8. Institutional Structure

**Describe actions taken during the last year to overcome gaps in institutional structures and enhance coordination.**

PY 2007 CAPER Institutional Structure #8 response:

**Institutional Structure to Carry Out the Plan:** The City of Milwaukee views the system of implementation of housing and community development strategies from the vantage point of the neighborhood level. The establishment of contiguous NRSA's, has been a bold move towards defining neighborhoods and involving stakeholders in activities that address identified neighborhood issues. The Neighborhood Revitalization Strategy Areas were developed to more efficiently target resources to identified areas in need.

NRSA is a formal designation from HUD concerning a distressed area of a community that allows more effective targeting of community development resources. This allows the City of Milwaukee an opportunity to formally recognize a distressed community area as the target for a coordinated effort to leverage funding and partnerships to spur reinvestment into local human and economic capital.

The long-term goal of a NRSA is greater self-sufficiency for neighborhood residents and other stakeholders. The City utilized NRSA's in 2007 as a tool for community reinvestment in response to the community's distress.

In addition to the NRSA structure, there are several other components that were utilized to carry out the activities that benefit stakeholders of these areas, of which the City and CDGA play a major role.

### **Structure 1**

Activities funded by and under the control of the Community Development Grants Administration.

Many 2007 funded activities were under the direct control and funded by the Community Development Grants Administration. As was stated previously, these activities were primarily funded by Community Development Block Grant, HOME, ADDI, HOPWA and Emergency Shelter grant funds. Funded activities were implemented by the responsible organization and monitored by the CDGA.

### **Structure 2**

Activities carried out by City Departments using a variety of funding sources.

These activities required collaboration of City Departments for successful implementation. A variety of funding sources were utilized depending on the type of project. Coordination of these activities required responsiveness to the funding source and occurred between the City Departments involved in the project.

### **Structure 3**

Activities carried out by City Departments in cooperation with non-city organizations

Some activities required a City Department to collaborate with a non-City organization for planning and/or implementation. This structure required very careful and deliberate efforts at coordination of activities. This structure also required open and on-going communication among the organizations involved in the specific collaboration.

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In structuring a collaborative effort, the City's needs, resources and goals must be carefully integrated with the needs, resources and goals of the other partners in the project. This is a complex undertaking because each of the partners in the project may be accountable to a different funding source. In spite of the complexity of coordinating various collaborative efforts, the City of Milwaukee continued to pursue these relationships in an effort to link resources and meet the goals of providing decent housing, establishing suitable living environments and expanding economic opportunities.

#### **Structure 4**

##### **Activities carried out by Non-City Organizations**

The majority of social service, public service, income transfer, transportation and health services delivered in the City of Milwaukee were administered by non-City organizations. These vital services are an essential part of the comprehensive community development effort. There is no formal institutional structure to coordinate these disparate services with services delivered by City Departments.

The organizations that carried out these services had to do so in a manner that satisfied their funding source. The City made every effort to be involved with non-city organizations, including other non-profit enterprises and for profit businesses and continued to work on collaborative efforts with other organizations and communicated the goals and policies of the City.

##### **Priorities Addressed in 2007:**

- a) Placed a high priority on Interdepartmental coordination including collaboration between the Dept. of Neighborhood Services, the Dept. of City Development, the City Attorney's Office, the Health Dept. and the Milwaukee Police Department to reduce the negative impacts of nuisance/blighted properties through the Receivership Program.
- b) Continued collaborative neighborhood improvement programs involving City departments and community-based agencies such as the Mainstreet Program, Neighborhood Clean-ups, City-Wide Housing Coalition, Landlord/Tenant/Training, the Health Department Lead Abatement/Prevention Program and the Community Prosecution Program.
- c) Coordinated City databases with those of community and other governmental entities to allow citizens and community groups to access the City's database to complete housing condition surveys, obtain information on property ownership, tax delinquency, outstanding building code violations and past rehab activity.
- d) COMPASS Program – Provided public access to data for the public and community-based agencies; technical assistance to community-based agencies in gathering and researching data, internet mapping and data analysis of CDGA-funded activities.
- e) Continued updates and improvements to CDGA's web site to include pertinent information for community-based agencies and the public at-large.
- f) Continued collaborations and partnerships with non-City organizations for planning and program implementation purposes.
- g) Continued to advocate for additional resources for a coordinated approach to community development and planning to address poverty issues and community renewal initiatives.

## 9. Monitoring

### a. Describe actions taken to monitor the jurisdiction's performance in meeting objectives and outcomes set forth in its strategic plan.

PY 2007 CAPER Monitoring #9a response:

In accordance with its Consolidated Plan, the City participated in activities to address identified neighborhood and community priorities. Programs for 2007 were carried out in conjunction with the following four broad strategies to effectuate progress in achieving the stated goals:

- ❖ **Create jobs through aggressive economic development**
- ❖ **Revitalize neighborhoods by targeting resources to make a clear and measurable impact**
- ❖ **Eliminate barriers to employment by working in partnership with community stakeholders**
- ❖ **Create and maintain affordable homeownership opportunities and affordable, quality, rental housing for community residents.**

The long-term outcomes expected from these strategies are:

- ❖ **Reduced Crime**
- ❖ **Increased Property Values**
- ❖ **Increased Economic Vitality**
- ❖ **Improved Neighborhood Quality of Life**

To achieve these goals, CDGA conducted aggressive blight elimination efforts, supported active citizen participation in crime prevention and eliminating nuisance properties and organizing efforts to address quality of life issues. Other priorities addressed in 2007 included facilitating the economic integration and revitalization of neighborhoods, skilled job training and placement programs, new job creation initiatives and a variety of activities which fostered new homeownership and improved the condition of rental housing for residents. Activities also included integrating crime prevention into a variety of city services and capital improvements, expanding the city's aggressive efforts to combat lead hazards and City efforts to eliminate graffiti.

### **Performance – Based Measurement System for funded Activities**

**Moving to Outcomes:** In conformance with the requirements of the U.S. Dept. of Housing and Urban Development, CDGA assessed the performance and progress of funded agencies towards addressing the issues facing the low income areas in which they serve.

In addition, as part of this ongoing assessment of performance of funded programs, all funded agencies were required to link goals and activities with outcomes and collect the data associated with proposed outcomes.

Monthly performance reports were required of all funded groups. In addition, a bi-annual report was also required explaining the data source, along with an assessment on how the selected outcomes led and/or contributed to one or more of CDGA's Long Term Outcomes, as listed on the previous page. Funded agencies were also required to submit a final 2007 year end report detailing their accomplishments and providing a self assessment of their funded activities.

It is understood that the development and implementation of a performance measurement system will continue to be an evolving process, in which CDGA will continue to work with funded agencies to identify realistic outcomes that suitably relate to the funded activities.

**Components of CDGA's Performance Measurement System:**

**Activity Workplan Components**

(contractual requirement of funded agencies)

- ❖ Activity to be performed
- ❖ Timetable to perform the activity
- ❖ Method to be utilized to perform the activity
- ❖ Agency Mid-Term Outcomes expected from the funded activity (includes number of units upon completion of project/activity)
- ❖ Agency Long-Term Outcomes expected from the funded activity (includes the benefits that result from a program). Outcomes typically relate to a change in conditions, status, attitudes, skills, knowledge or behavior. Common outcomes could include improved quality of life for program participants, improved housing stock, economic vitality, increased property values, reduced crime or neighborhood revitalization.

**Outcome Measurement Workplan Components**

(contractual requirement of funded agencies)

- ❖ Identified Long-Term Outcomes
- ❖ Outcome Measure
- ❖ Data Source for expected outcomes
- ❖ Data Collection Methods for expected outcomes

Based on the performance data received from funded groups, the following overall accomplishments were reported:

- ❖ Crime reduction in various neighborhoods
- ❖ Increased housing values and increased owner occupancy
- ❖ Improved rental housing for families
- ❖ Quality of life issues were addressed
- ❖ Improved economic vitality through new businesses; new job creation and job training and placement programs
- ❖ Improved school attendance, grades and youth employment through the provision of various youth services
- ❖ Permanent housing and improved quality of life for many formerly homeless households
- ❖ Reduction in lead poisoning prevalence rates

**b. Describe how and the frequency with which you monitored your activities, including subrecipients (including sponsors or administering agents).**

- c. Describe the results of your monitoring including any improvements made as a result.
- d. Describe actions taken to ensure compliance with program requirements, including requirements involving the timeliness of expenditures.

PY 2007 CAPER Monitoring #9b, 9c, 9d response:

### **Monitoring**

**Lead Agency:** The agency responsible for oversight and monitoring of these Federal funds and ensuring that these activities are implemented is the Community Development Grants Administration. The oversight body for CDGA is the City of Milwaukee Community and Economic Development Committee of the Milwaukee Common Council. All actions taken by the Committee in 2007 were ratified by the Milwaukee Common Council and the Mayor. In 2007, the CDGA solicited and evaluated applications from all interested parties through an open and competitive Request for Proposal (RFP) process. Recommendations for funding were made to the Community and Economic Development Committee for approval with final ratification by the Milwaukee Common Council and Mayor.

After executing a contract with each funded entity, CDGA ensured compliance with all program regulations for all funding sources, (CDBG, HOME, ESG, HOPWA and ADDI). CDGA included program requirements in all contractual agreements, sponsored orientation sessions, provided technical assistance, one-on-one and in small groups, often on site and at the beginning of the program year as well as when programs were underway. CDGA defined clear expectations regarding performance standards and policies and procedures to follow. Involved were new subrecipients, new staff of existing subrecipients, existing subrecipients experiencing problems and existing subrecipients undertaking new activities. CDGA also funded the provision of technical assistance to funded subrecipients to include management, financial operations and board and staff development.

The Community Development Grants Administration staff monitored and evaluated activities to be carried out in furtherance of the Consolidated Plan and in meeting goals and objectives set forth in the Annual Action Plan. CDGA staff monitored funded activities throughout the program year, performing formal and informal site reviews. Monitoring staff utilized a very detailed monitoring process which included extensive reporting of grantee activity. As a condition of payment, agencies were required to submit monthly financial and programmatic reports. CDGA monitoring staff reviewed these reports to determine that submitted costs were eligible and that the funded activity was performed to a satisfactory level. In addition, CDGA monitoring staff maintained extensive contact with funded agencies and provided technical assistance to groups where needed. Informal and formal monitoring visits were conducted to ensure compliance with program requirements. Risk assessments and in-house desk audits were performed annually of all funded agencies.

The City Comptroller's office, the fiscal arm of the Community Development Grants Administration, conducted annual financial audits of funded groups and monitored the timeliness of expenditures.

In cases where concerns were expressed, agencies received technical assistance from CDGA and Comptroller staff to correct any noted deficiencies. In addition, agencies needing additional technical assistance were referred to the CDBG-funded Non Profit Center for additional and ongoing assistance which helped to improve agency efficiency and accountability.

- e. **Describe steps/actions taken to ensure long-term compliance with housing codes, including any actions or on-site inspections undertaken during the program year.**

PY 2007 CAPER Monitoring #9e response:

(a) **Inspections** - The inspections of HOME assisted projects is an ongoing process. In 2007, the City's Department of Neighborhood Services inspected and verified tenant income levels in HOME-assisted units and documented the results, in compliance with the Federal regulations and during the applicable period of affordability. In addition, CDGA partnered with DNS for oversight of housing production properties, utilizing the services of certified DNS building inspectors to ensure compliance with housing codes.

- f. **What is the status of your grant programs?**

- i) Are any activities or strategies falling behind schedule?
- ii) Are grant disbursements timely?
- iii) Do actual expenditures differ from letter of credit disbursements?

PY 2007 CAPER Monitoring # 9f response:

The majority of funded activities are performed in a timely manner and within the calendar year with the exception of major housing projects which typically exceed the calendar year due the nature of the activity and contractor seasonal work schedules. In addition, grants are disbursed in a timely manner and actual expenditures do not differ from letter of credit disbursements.

## **Antipoverty Strategy**

### **12. Describe actions taken during the last year to reduce the number of persons living below the poverty level.**

PY 2007 CAPER Antipoverty Strategy #10 response:

As demonstrated in the *2005-2009 Consolidated Plan*, poverty is a daily part of the lives of many of Milwaukee's households. In 2000, Milwaukee's racial gap in income, while closing slightly in the 1990's, remains far above the national average with Milwaukee ranking 49th among the nation's 50 largest metro areas in racial disparities in income.

The City's strategy focuses on the revitalization of neighborhoods and the elimination of poverty by supporting job creation efforts through innovative economic development and affordable housing development which will ultimately lead to greater employment and homeownership opportunities for Milwaukee residents, thereby improving their quality of life.

### **Actions Undertaken in 2007 to reduce poverty and increase economic vitality:**

- ❖ Funded non profit community based agencies to provide technical and other assistance to businesses to create new jobs.

- ❖ Provided funding for job creation initiatives such as the *Emerging Business Enterprise Program*, the *Retail Investment Fund*, *Large Impact Developments (LIDs)*, *Revolving Loan Funds* operated by community-based agencies to provide loans and grants to businesses to facilitate job creation and business expansion in the City.
- ❖ Continued funding for the Milwaukee Mainstreet Program, to facilitate development in commercial districts, which spurred new businesses, new job creation and new redeveloped housing units.
- ❖ Supported initiatives which assisted in removing employment barriers for low-income households, e.g. walk-to-work programs and programs that provide access to an array of wrap around social, educational, employment and lifeskills services.
- ❖ Funded skilled job training and placement programs and educational and English proficiency programs.
- ❖ Created homeownership opportunities for low income residents and improved the condition and affordability of rental housing in Milwaukee.
- ❖ Funded the new pilot *Driver's License Recovery & Employability* project to assist residents in driver's license recovery, enabling them to seek gainful employment in the City of Milwaukee and in outlying areas.
- ❖ Supported redevelopment of residential, commercial and industrial Brownfield properties such as efforts in the Menomonee Valley, the 30<sup>th</sup> Street Industrial Corridor and throughout the target area neighborhoods.
- ❖ Funded the Fatherhood Initiative, health care services, health education and training, primary care, prenatal services, prevention and outreach to improve the quality of life for residents.
- ❖ Promoted neighborhood resident involvement, stability and pride through activities that fostered community collaboration such as community organizing, crime prevention, nuisance and drug house abatement, block clubs, neighborhood cleanups and landlord/tenant assistance programs.
- ❖ Funded programs that addressed the various issues facing youth such as: unemployment, education, truancy, crime, violence, health and teen pregnancy.

**2007 Accomplishments: Economic/Community Development/Anti-Poverty**

**HUD Objective: Create Economic Opportunities; Create Suitable Living Environment**

**HUD Outcome: Sustainability**

**CDGA Consolidated Plan Goals/Objectives: Create jobs through aggressive economic development, eliminate employment barriers, new business creation and expansion, advocate for programs, target resources.**

**CDGA Outcomes: Reduce the number of poverty level families, produce and preserve affordable housing; coordinate with other programs and services to improve neighborhoods and the overall quality of life for residents. Continue to promote and support programs that address the various issues facing youth.**

<b>CDBG Funded Activity</b>	<b>Third Year Goal</b>	<b>Actual</b>
Employment Services(Job placement, Job Training & Placement)(#jobs)	<b>209</b>	<b>341</b>
Community Organizing/Crime Awareness/Neighborhood Strategic Planning (#residents/volunteers)	<b>3,380</b>	<b>5,128</b>
Driver's License Recovery & Employability Project(#served)	<b>936</b>	<b>1,195</b>
Special Economic Development-Business Assistance(#new jobs)	<b>105</b>	<b>150</b>
Senior Services (#served)	<b>120</b>	<b>151</b>
Youth Activities (education, recreation, Summer youth, Summer Youth Internship Employment program, mentoring, tutoring, teen pregnancy prevention, safe havens)	<b>25,000</b>	<b>26,630</b>
<u>Neighborhood Safety Initiatives</u> *fire prevention education(smoke detector installation) *Community Prosecution(abate criminal & other nuisances)	<b>1,120</b>	<b>1,592</b>
<u>Improve physical appearance of neighborhoods</u>  *targeted weekend boxes *neighborhood cleanups *graffiti abatement	<b>2,640</b>	<b>5,178</b>
Capacity building for community-based organizations (#agencies)	<b>50</b>	<b>70</b>
Housing Rehabilitation Apprenticeship Program for Youth (Freshstart) (#housing units)	<b>3</b>	<b>2</b>

## Self-Evaluation

**10. Provide an evaluation of accomplishments.** This evaluation must include a comparison of the proposed versus actual outcomes of each outcome measure submitted with the strategic plan and explain, if applicable, why progress was not made toward meeting goals and objectives.

Consider the following when providing this self-evaluation:

- a. Describe the effect programs had in solving neighborhood and community problems.
- b. Describe the progress made in meeting priority needs and specific objectives.
- c. Describe how activities and strategies made an impact on identified needs.
- d. Identify indicators that best describe the results of activities during the reporting period.
- e. Identify barriers that had a negative impact on fulfilling the strategic and overall vision.

PY 2007 CAPER Self-Evaluation #11 response:

In accordance with its Consolidated Plan, the City participated in activities to address identified neighborhood and community priorities. Programs for 2007 were carried out in conjunction with the following four broad strategies to effectuate progress in achieving the stated goals:

- ❖ **Create jobs through aggressive economic development**
- ❖ **Revitalize neighborhoods by targeting resources to make a clear and measurable impact**
- ❖ **Eliminate barriers to employment by working in partnership with community stakeholders**
- ❖ **Create and maintain affordable homeownership opportunities and affordable, quality, rental housing for community residents.**

The long-term outcomes expected from these strategies are:

- ❖ **Reduced Crime**
- ❖ **Increased Property Values**
- ❖ **Increased Economic Vitality**
- ❖ **Improved Neighborhood Quality of Life**

To achieve these goals, CDGA conducted aggressive blight elimination efforts, supported active citizen participation in crime prevention and eliminating nuisance properties and organizing efforts to address quality of life issues. Other priorities addressed in 2007 included facilitating the economic integration and revitalization of neighborhoods, skilled job training and placement programs, new job creation initiatives and a variety of activities which fostered new homeownership and improved the condition of rental housing for residents. Activities also included integrating crime prevention into a variety of city services and capital improvements, expanding the city's aggressive efforts to combat lead hazards and City efforts to eliminate graffiti.

Based on the performance data received from funded groups, the following overall accomplishments were reported in the various funded categories:

- ❖ Crime reduction in various neighborhoods
- ❖ Increased housing values and increased owner occupancy
- ❖ Improved rental housing for families

- ❖ Quality of life issues were addressed
- ❖ Improved economic vitality through new businesses; new job creation and job training and placement programs
- ❖ Improved school attendance, grades and youth employment through the provision of various youth services
- ❖ Permanent housing and improved quality of life for many formerly homeless households
- ❖ Reduction in lead poisoning prevalence rates

Key Activities and Sample Indicators include:

**HOUSING:** The City funded numerous owner and rental housing activities geared to provide decent, affordable housing and a suitable living environment. Blighted properties that have been improved and/or repaired have had an immediate positive impact on neighborhoods and contributed to an increase in property values, reduced crime and improved quality of life. For example, the City's Receivership Program is an initiative that targets nuisance properties. The City Attorney prosecuted non-compliant owners resulting in the elimination of the property or other resolution which helped to stabilize the neighborhood and helped to reduce crime which contributed to improved quality of life.

**Indicators:** Number of owner and rental housing units rehabilitated; number of new low income first time homebuyers, number of blighted properties eliminated and/or rehabbed, number of nuisance properties improved, all resulting in increased housing values, increased owner occupancy, improved physical appearance of neighborhoods, and enhanced quality of life.

**ECONOMIC DEVELOPMENT/BUSINESS ASSISTANCE/JOB CREATION;  
JOB PLACEMENT/JOB TRAINING & PLACEMENT:**

The City funded non-profit organizations to provide technical assistance to businesses through Special Economic Development activities. This has led to new businesses, business expansion and new job creation which increased economic vitality of neighborhoods. In addition, several agencies were funded to provide skilled job training & placement services for low income residents, also contributing to the economic vitality of neighborhoods and overall quality of life for residents.

**Indicators:** Number of new businesses, business expansion, new job creation, number trained and number placed into jobs, all resulting in economic vitality and overall improved quality of life.

**IMPROVE QUALITY OF LIFE FOR RESIDENTS & STAKEHOLDERS**

The City funded numerous activities geared to help improve the quality of life for residents and other stakeholders. These included but are not limited to: 1) Community Prosecution Unit which abated neighborhood nuisances and criminal activity; 2) Community Organizing which involved stakeholders in community improvement and crime prevention initiatives; 3) Youth services which provided an array of services to address youth issues such as: employment, education, health, violence, teen pregnancy and other pertinent issues; 4) Senior services, which provided homecare and other services, enabling many elderly to avoid institutionalization and remain in their homes; 5) Neighborhood cleanups and other blight removal initiatives which improved the physical of neighborhoods; 6) various health services which helped improve the quality of life for residents.

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**Indicators:** Less blight, clean, safe, well-maintained neighborhoods; less graffiti; less board-ups, nuisance vehicles, garbage; decrease in certain crimes; improved physical appearance of neighborhoods; improved GPA, behavior and employment for youth, improved health of residents and their families, all of which contributed to stabilized neighborhoods and improved quality of life.

**11. Identify whether major goals are on target and discuss reasons for those that are not on target.**

The majority of funded activities are performed in a timely manner and within the calendar year with the exception of major housing projects which typically exceed the calendar year due the nature of the activity and contractor seasonal work schedules.

**12. Identify any adjustments or improvements to strategies and activities that might meet your needs more effectively.**

The City of Milwaukee continued to promote policies and strategies to help address poverty and remove barriers to affordable housing. The City approached planning and program development in a comprehensive manner with the goal of increasing jobs, household income and access to affordable, decent housing. The City changed its focus on job training and placement programs and placed priority on programs that provided skilled trades training. Housing programs were assessed and necessary changes were made to improve efficiencies of funded agencies.

The City funded Special Economic Development activities that provided citizens with opportunities to secure family supporting jobs. These activities also provided access to social services such as daycare, AODA services, transportation, job readiness skills and remedial educational opportunities and helped to remove obstacles for low-income persons seeking housing and provided them with opportunities to most effectively utilize the income they earn.

# HOUSING

## Affordable Housing

**14. Evaluate progress in meeting its specific affordable housing objectives, including:**

- a. Comparison of proposed numeric goals (from the strategic plan and annual plan) with the actual number of extremely low-income, low-income, and moderate-income renter and owner households assisted during the reporting period.**
- b. Report the number of households served meeting the Section 215 requirements of affordable housing (essentially meeting the definitions in 24 CFR 92.252 and 92.254 for renters and owners, respectively).**
- c. Describe efforts to address worst case needs (defined as low-income renters with severe cost burden, in substandard housing, or involuntarily displaced).**

PY 2007 CAPER Affordable Housing #14a, b, c response:

The worst case needs, defined as persons who pay more than 50% of their monthly income in rent were addressed in a number of ways:

- ❖ The Housing Authority made its several thousand units available based upon income eligibility. Tenants paid 30% of their income in rent.
- ❖ The City's vacant/blighted unit rehabilitation activities were made affordable to persons with household income at 80% of County Median Income.
- ❖ Programs serving extremely low income owner-occupants such as the NIP Program, helped to maintain some of the City's lowest income households in their homes, targeting households earning less than 50% of County Median Income.
- ❖ The City funded Special Economic Development activities that provided citizens with opportunities to secure family supporting jobs. These activities also provided access to social services such as daycare, AODA services, job readiness skills and remedial educational opportunities and helped to remove obstacles for low-income persons seeking housing and provided them with opportunities to most effectively utilize the income they earn.
- ❖ The City did not displace tenants when conducting rehab activities. The focus for rehab activity is typically on vacant units. When occupied units are rehabbed, the City's first attempt is to rehab, while keeping tenants in place, or move tenants to a vacant unit during rehab. They are returned to their original unit upon the completion of rehab.

**d. Description of efforts to address the accessibility needs of persons with disabilities.**

PY 2007 CAPER Affordable Housing #14d response:

In all rehab activities, the City remained cognizant of the needs of disabled citizens. To the extent possible, any unmet needs of persons with disabilities were addressed before, during and after rehabilitation of relevant units. In addition, the City funded a handicapped accessibility program designed to address the various needs of disabled citizens. In 2007, **12** new ramps were constructed for disabled, income eligible, owner occupants. In addition, the City expanded its program to include other accessibility modifications to assist persons with special needs.

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## **Public Housing Strategy**

### **15. Describe actions taken during the last year to improve public housing and resident initiatives.**

PY 2007 CAPER Public Housing #15 response:

**Public Housing Strategy** *(excerpt from the Housing Authority's 2008 Agency Plan)*

#### **PHA Progress in Meeting the Mission and Goals Described in the 5-Year Plan**

The Housing Authority of the City of Milwaukee (HACM) has developed its FY 2008 Agency Plan in accordance with applicable federal regulations utilizing the electronic template. HACM's five-year plan continues to employ the broad mission and **Goals** outlined by the U.S. Department of Housing and Urban Development along with a series of program specific **Goals**. The following progress has been made towards achieving **Goals** established in the current year plan.

**Goal:** Sell 20 public housing units to eligible families under HACM's Section 32 homeownership program.

**Status:** Through July 2007, HACM converted 12 public housing units to homeownership and sold three market rate, new construction units in the Highland Homes redevelopment area.

**Goal:** Convert 20 families from rental assistance to ownership under HACM's Section 8(y) homeownership program.

**Status:** Through July 2007, HACM had converted 13 additional Section 8 program participants to homeownership, bringing the total to 116 since the program began.

**Goal:** Market and sell market rate homeownership units within the Highland Homes HOPE VI redevelopment area.

**Status:** Through July 2007, three homes have been sold.

**Goal:** Complete Phase 1 of the Convent Hill revitalization.

**Status:** As of July 2007, the construction of the new Convent Hill building was on schedule for full occupancy by year's end.

**Goal:** Competitively solicit a broker to assist with the retail space at Convent Hill.

**Status:** This is in progress with the goal of having retail tenants at completion of the building.

**Goal:** Competitively solicit a developer for Phase 2 of Convent Hill.

**Status:** Ongoing.

**Goal:** Continue to develop market-rate housing in conjunction with the Highland Park and Scattered Sites revitalization.

**Status:** On-going.

**Goal:** Submit a Low Income Housing Tax Credit Application for additional credits for Convent Hill.

**Status:** An additional tax credit allocation was received to help support the Convent Hill redevelopment.

**Goal:** Submit a demolition application for Convent Hill.

**Status:** Completed.

**Goal:** Submit a disposition application for vacant land at Hillside Terrace and Holton Terrace.

**Status:** On-going.

**Goal:** Establish a non-profit affiliate of the Housing Authority.

**Status:** On-going.

**Goal:** Complete and closeout the Highland HOPE VI project.

**Status:** Demolition of the highrise towers was completed in July 2007, creating the footprint for the construction of the four remaining on-site public housing rental units.

**Goal:** Continue the Scattered Sites HOPE VI redevelopment project.

**Status:** The scattered sites redevelopment program continues as scheduled. A total of 41 units were completed and occupied as of June 2007.

**Goal:** Develop a Limited Liability Corporation to undertake redevelopment projects on behalf of HACM and other clients.

**Status:** On-going.

**Goal:** Continue to implement organizational changes required for HACM to comply with HUD Project-Based Asset Management regulations.

**Status:** On-going.

**Goal:** Continue to operate the Veteran's Administration/Single Room Occupancy (SRO) facility.

**Status:** The VA/SRO project was recognized with a National Merit Award of Excellence by the National Association of Housing and Redevelopment Officials at its summer conference in July 2007.

**Goal:** Enroll and graduate 20 families from the "Make Your Money Talk" program.

**Status:** 25 residents completed the "Make Your Money Talk" program. An additional class of up to 30 began in September 2007.

**Goal:** Provide up to 30 educational scholarships.

**Status:** As of July 2007, eight educational scholarships have been awarded. Additional scholarships are anticipated for the upcoming semester.

**Goal:** Submit funding applications, including HOPE VI and low-income housing tax credits, to support the operation and redevelopment of HACM's low-income public housing portfolio.

**Status:** HACM applied for and received Low Income Housing Tax Credits for Convent Hill and the Scattered Sites Hope VI redevelopment program.

**Goal:** Achieve "High Performer" Status under HUD's Public Housing Management Assessment Program and the Section 8 Management Assessment Program.

**Status:** HACM continues as a "High Performer" under PHAS and has appealed its 2006 SEMAP score.

**Goal:** Publish an RFP to make Section 8 Project-Based Assistance available for proposed development programs for affordable housing.

**Status:** Completed.

**Goal:** Continue partnerships and formal cooperation agreements with local community-based organizations to provide Section 8 tenant-based assistance to families referred by META House, the Milwaukee Community Service Corps, the YWCA, Independence First, the Milwaukee Public Schools, St. Catherine's and the Salvation Army.

**Status:** On-going.

**Goal:** Continue the "Second Chance Program" and expand formal Memorandum of Agreements with referring agencies.

**Status:** An additional referring organization was included in May 2007.

**Goal:** Continue partnerships with the Dominican Sisters and ACTS for the conversion of obsolete scattered sites public housing units to homeownership.

**Status:** On-going. Three additional units were transferred to the Dominican Sisters during 2007.

**Goal:** Continue to participate in the City's homeless Continuum of Care.

**Status:** On-going.

**Goal:** Apply for grants from all potential funding sources to support HACM's public safety, resident education and resident employment programs.

**Status:** On-going.

**Goal:** Leverage the Housing Authority's resources, including a Capital Fund Financing Program, to support modernization and redevelopment of HACM's low-income public housing portfolio and Mixed Finance/Mixed Use development.

**Status:** On-going.

**Goal:** Comply with the requirements of the Regulatory and Operating Agreements for public and assisted housing units owned by the Highland Park Development, LLC, the Cherry Court, LLC, Carver Park, LLC and Convent Hill, LLC.

**Status:** On-going.

**Goal:** Apply for an affiliate membership with the Federal Home Loan Bank.

**Status:** Completed.

**Goal:** Develop a redevelopment plan for Westlawn supported by appropriate financing sources.

**Status:** HACM may apply for a Hope VI grant for Westlawn when the 2007 NOFA is published.

**Goal:** Reorganize, as needed, to comply with the new Operating Fund Rule and Stop Loss Provisions.

**Status:** In progress.

**Goal:** Continue to participate in the City's neighborhood planning efforts including the Westside Plan, Northeast Side Plan and Northwest Side Plan.

**Status:** On-going.

### **Housing Authority Homeownership Initiatives**

During 2007, HACM administered a number of highly successful programs to assist public housing residents and Section 8 program participants achieve economic self-sufficiency and homeownership. Through its initiatives, HACM continued to provide significant opportunities for its program clients to move to private unsubsidized housing.

HACM continued and expanded its highly successful Section 32 (formerly 5h) homeownership program which allows families assisted through HACM's low rent public housing program to purchase a scattered site, single-family home from the Housing Authority.

HACM also continued to offer Section 8(y) Homeownership Options for participants in the Section 8 Housing Choice Voucher Program. Through this program 123 families have become homeowners by applying their housing assistance payment to the mortgage of a single-family home. More than 1000 families applied for this program, which was implemented in March 2002.

### **Development and Maintenance of Affordable Rental Housing**

During 2007, HACM maintained and redeveloped its low rent public housing portfolio. HACM completed the construction of the Convent Hill highrise with fully accessible apartments for elderly and disabled residents and 50 off-site single-family homes in conjunction with the Scattered Sites HOPE VI redevelopment program.

HACM also continued and implemented new cooperation agreements with several agencies to expand access to, and utilization of, the Section 8 Housing Choice Voucher rental assistance program and private landlords participating in this program.

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## **Barriers to Affordable Housing**

### **16. Describe actions taken during the last year to eliminate barriers to affordable housing.**

PY 2007 CAPER Barriers to Affordable Housing #16 response:

The City continued to promote and provide opportunities for low income citizens to access affordable housing. All of the programs listed hereafter in this section provide outcomes that are consistent with the goals articulated in the Consolidated Plan. The Plan indicated that efforts will be made to increase homeownership opportunities and to improve the condition of the City's rental housing stock with an emphasis on large family rental units.

#### **Key components of the Housing strategy are:**

- ❖ Expanded homeownership opportunities; maintenance/improvement of existing units
- ❖ Expansion and maintenance of quality, affordable, rental housing
- ❖ Safe, well-maintained and revitalized neighborhoods
- ❖ Coordination of public and private resources

#### **2007 Key Accomplishments:**

- 1) Promoted and provided opportunities for low income citizens to access affordable housing.
- 2) Increased the number of decent, safe and sanitary affordable rental units, with an emphasis on creating units to accommodate large families.
- 3) Increased the number of units accessible to persons with disabilities.
- 4) Continued owner-occupied housing rehabilitation for very low income households and construction of affordable new housing units.
- 5) Continued partnerships with lenders, developers and others in the private sector to utilize additional resources for housing development and rehabilitation.
- 6) Continued to support projects which involved work experience and apprenticeships for young persons in home repair and home construction such as the Freshstart/YouthBuild Housing Apprenticeship and Milwaukee Community Service Corp. programs.
- 7) Continued to assist community housing development organizations in building capacity to improve their ability to undertake housing development projects.
- 8) Improved the condition of the City's rental housing stock through intensive code enforcement, landlord tenant educational programs and an aggressive receivership program for nuisance properties.
- 9) Continued to make available City-owned tax foreclosed properties available to nonprofit developers at reduced costs.
- 10) Supported efforts to reduce or eliminate predatory lending and racial discrimination in housing transactions in the City of Milwaukee.

- 11) Continued aggressive blight elimination efforts including spot acquisition, demolition, graffiti abatement, vacant lot maintenance and infill housing.
- 12) Expanded homeownership opportunities through Homebuyer Counseling programs and other homebuyer assistance activities (budget and credit counseling, post purchase, tax default and mortgage default counseling).
- 13) Combated lead hazards through collaboration with existing housing programs and the Milwaukee Health Department.
- 14) Partnered with housing providers to create a City Housing Trust Fund, of which CDGA provides administrative oversight.

In addition, there are several programs and projects that produced affordable housing opportunities for homeowners and renters, some of which include:

**The City of Milwaukee** operates a combination of residential rehabilitation programs, public housing, homeownership and fair housing initiatives, each designed to foster and maintain affordable housing.

The largest effort is public housing operated by the Housing Authority of the City Milwaukee (HACM) which manages 4,312 housing units. With the units HACM owns and maintains and the Section 8 Rental Assistance program it administers, a large segment of Milwaukee's very low income population is provided with affordable housing. In conjunction with those efforts, programs operated by funded community-based agencies encourage the maintenance and upkeep of affordable housing.

**Acquire/ Rehab/ Sell/New Home Construction** - CDBG/HOME funds were allocated for this program which acquired, rehabilitated and sold houses to low income families as part of a comprehensive and targeted neighborhood initiative. Distressed properties that were slated for demolition were rehabilitated for income eligible homebuyers. Working with non-profit CDBG and HOME-funded groups, the City allowed these operators first priority at selected, tax-foreclosed properties for a nominal cost, generally not exceeding \$500. Properties renovated by funded non-profits were made available to low to moderate income buyers at the after rehab market value of the property. With the City absorbing the gap between the after rehab appraisal and the cost of development, renovated properties were made available and affordable for income eligible persons.

### **Neighborhood Improvement Programs (NIPs)**

In 2007, CDGA and the Department of Neighborhood Services partnered with community organizations to operate Neighborhood Improvement Programs (NIPs). These programs provided direct housing rehab services to abate building code violations for very low and extremely low-income owner occupants in the CDBG target area.

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## **Department of City Development**

The City's Department of City Development (DCD) works to promote affordable housing, increased homeownership and neighborhood stability by providing resources to upgrade Milwaukee's housing stock and by collaborations designed to improve the quality of life in City neighborhoods. This is accomplished with a broad range of partners including other City Departments, community-based agencies, financial institutions, residents, developers and the local philanthropic community.

DCD's *Owner-Occupied Home Rehab Initiative* utilized CDBG/HOME funds to finance home rehabilitation for owner occupants of residential property (one to four units) who meet established family income guidelines. In addition, the program supplemented its activities with funding from City Tax Incremental Districts and local foundations to support additional loans for home rehabilitation activities. In 2007, using CDBG and HOME funds, 113 loans were approved totaling \$1,881,900 for housing rehabilitation. An additional 30 loans totaling \$297,800 for the rehabilitation of 42 units were also approved using non federal sources including tax incremental district funding, and support from the Harley Davidson Foundation.

DCD's *Rental Rehabilitation Program* utilized HOME funds to assist responsible landlords in creating safe, decent and affordable housing for income qualified tenants. Under the program, landlords must reserve a certain number of their units for low and moderate income tenants for an extended period of time, generally five to ten years after the renovations are completed based on the amount of HOME funds received. In 2007, 18 loans were approved under the program totaling \$601,900 for housing rehabilitation with total investment in rent rehab projects exceeding \$4.9 million.

DCD's *Housing Production Program* promoted homeownership through the acquisition, rehabilitation and sale of properties for homeownership, as well as the construction of new single family housing.

## **Targeted Investment Neighborhoods**

A significant portion of DCD's loan and grant programs were concentrated in the City of Milwaukee's Targeted Investment Neighborhoods (TINs). In a TIN, DCD, working with neighborhood partners, focuses resources in a relatively small geographic area in an effort to stabilize and increase owner occupancy, strengthen property values, assist property owners and improve the physical appearance of the neighborhood.

In addition to the physical redevelopment activities accomplished through DCD's loan programs in the TINs, DCD worked with its partners on number of initiatives to address quality of life issues in the neighborhood. These activities included:

**CLEAN SWEEPS PROGRAM** – Clean Sweeps is a collaboration between DCD and the Milwaukee Police Department (MPD), Department of Public Works, Department of Neighborhood Services (DNS), Milwaukee Fire Department and numerous community groups in the TINs. The program conducted drug sweeps by MPD followed by DNS issuing orders for garbage, graffiti, nuisance vehicles and substandard properties. DPW Sanitation crews picked up large trash items and issued orders for uncut grass. The Milwaukee Fire Department provided free smoke detectors in some of the TINs. By linking these City services, the impact was immediate and visible and directly supported the improvement efforts in the TINs.

COMMUNITY PARTNER SUPPORT- Through a grant obtained from the Helen Bader Foundation, DCD provided resources to support the organizing efforts of its TIN community partners. The collaboration resulted in the following:

- 1,842 door to door contacts were conducted with TIN residents
- 14,774 pieces of literature were distributed in the TINs
- 38 promotional meetings were held
- 7 block parties were facilitated
- 57 neighborhood cleanups were completed
- 37 new neighborhood leaders were identified
- 97 nuisance properties were reported to appropriate officials
- 226 referrals were made to the Milwaukee Police Department and Community prosecutors
- 89 referrals for building code violations were made to DNS

BLOCK BUILDER PROJECTS – Through a grant obtained from the Milwaukee Foundation, DCD provided technical assistance and resources to local neighborhood organizations for block improvement projects designed to make positive visual improvement to TIN neighborhoods as well as encourage resident involvement and civic participation. In 2007, 11 resident driven small block improvement projects were completed under the program.

NEIGHBORHOOD MENTORING PROGRAM – Through a grant obtained from the Milwaukee Foundation, DCD created a pilot Neighborhood Mentoring Program which is pairing a strong grass roots neighborhood organization with an emerging neighborhood organization. The goal of the program is to develop sustainable leadership at the neighborhood level.

RESTORATIVE JUSTICE - In 2007, DCD began collaboration with Genesis Behavioral Services' Restorative Justice Program. This collaboration resulted in over 1,000 man hours being completed by Genesis clients. Genesis clients assisted DCD with distributing TIN applications, doing neighborhood clean ups, distributing important neighborhood safety information, and implementing beautification efforts. Genesis clients demonstrating outstanding initiatives were issued reference letters for potential employers.

## **OTHER HOUSING INITIATIVES**

**Legacy Redevelopment Corporation:** Building on the success of City Homes, Lindsay Heights and other infill new construction efforts, the City teamed up with Legacy Redevelopment Corporation on a plan to redevelop land that was cleared for the Park West freeway in the vicinity of N. 20<sup>th</sup> Street and West Garfield Avenue. Implementation of the plan began in 2007 and involves the construction of up to 75 new single-family homes on vacant city lots, the rehabilitation of existing properties, new infrastructure improvements and enhancements to nearby Johnson's Park. A Tax Incremental District(TID) was created to support public infrastructure and park improvements, as well as create rehabilitation resources for existing property owners. In response to changing market conditions during 2007, CDGA worked closely with Legacy Redevelopment to revise the subsidy structure of this project. Due to a very strong real estate market in the project area, it was determined that a project-based subsidy would not be justified and that a direct buyer subsidy will be necessary to ensure low income homeownership in this otherwise market rate development. Working closely with the City of Milwaukee, Housing Resources, Inc., Federal Home Loan Bank of Chicago and the State of Wisconsin, Legacy will provide direct homebuyer subsidies to eight low income homebuyers.

### **Lindsay Heights Homeownership Initiative/Tax Incremental District (TID)**

For the past several years, the City of Milwaukee, WHEDA, the YMCA CDC and local neighborhood residents have been collaboratively working to improve housing conditions in the Lindsay Heights neighborhood, bounded by North 12<sup>th</sup> Street, North 20<sup>th</sup> Street, West Walnut Street and West Locust Streets. One of the primary strategies was a demonstration project to produce new affordable homes on vacant City owned lots within the area. Additional efforts included providing resources and incentives to existing homeowners to improve their properties.

Building on these efforts, the partners worked to create a realistic vision for the Lindsay Heights neighborhood to help guide future development in a long term and sustainable manner. To implement the plan, as well as accelerate development efforts, the City of Milwaukee created the Lindsay Heights Tax Incremental District (TID) in the summer of 2001, the first privately-funded housing TID in the City of Milwaukee. Creation of the TID is providing additional resources for housing rehabilitation and new construction in the neighborhood. A consortium of local lenders and the Local Initiatives Support Corporation provided financing for the TID.

In 2007, three(3)houses were built and 14 were rehabbed under the program.

Since its inception, this project has resulted in the construction of over 160 homes representing over \$28 million in investment. Additionally, 185 properties have been rehabbed, representing total investment of over \$1.8 million.

**Bishop's Creek CDC:** Bishop's Creek CDC is currently certified as a City of Milwaukee CHDO and HOME funds were set-aside to facilitate the production of nine new and rehabilitated homes to be completed between 2007 and 2008. Currently two projects are underway and will be sold to households earning less than 80 percent of County Median Income(CMI).

### **Josey Heights**

In 2007, marketing began for Josey Heights, a new subdivision with 53 new owner occupied houses located at North 12<sup>th</sup> and West Lloyd Streets. This all "green" subdivision incorporates permeable paving, bioswales and rain gardens that will minimize the impact on the City's storm sewer system. The City created a tax incremental district to fund infrastructure for the development.

### **Metcalfe Park Homes Initiative**

In 2006, the City created a Tax Incremental District (TID) in the amount of \$1.4 million to support housing redevelopment in the Metcalfe Park neighborhood. The TID provided funding to support the efforts of Gorman & Company and the Milwaukee Urban League to build 30 new single family homes under a lease to own program, as well as create a pool of resources for existing property owners to improve the exteriors of their homes. The City also sold contributed vacant lots for new home construction to support the initiative. HOME funds were provided to assist in the construction of ten homes which were completed in 2007. DCD is also collaborating with a number of other partners to complement the physical redevelopment efforts in the neighborhood with resident initiatives and community organizing efforts.

## **N. 20<sup>th</sup> and W. Walnut**

To continue the momentum of the single family new construction efforts of CityHomes, Lindsay Heights and Habitat for Humanity, in 2007, the City created a TID for the long vacant and blighted site located at N. 20<sup>th</sup> and W. Walnut Streets. The "Walnut Circle" development will consist of 32 new single family owner occupied housing units. A TID is providing funding for site acquisition and new infrastructure improvements.

## **Mitchell Street Tax Incremental District**

In 2007, a neighborhood Tax Incremental District was created to support the redevelopment of the Historic Mitchell Street commercial district, as well as to provide a pool of funds in the amount of \$400,000 to assist neighboring homeowners in making improvements to their properties. The model is one that is being increasingly employed by DCD to utilize resources in a manner that supports neighborhood redevelopment and coordination of housing and commercial redevelopment activities.

## **Land Assets and Affordable Housing**

DCD manages the City's real estate assets in a way that lends support to the development of additional affordable housing opportunities in City neighborhoods.

In 2007, 83 vacant lots were sold to non-profit and affordable housing developers, including 26 lots to support the efforts of Habitat for Humanity. In addition, 15 improved properties were sold to non profit organizations. The properties were sold at significantly discounted prices to support affordable housing development efforts. Often, these sales involved the development of affordable housing projects utilizing the low income housing tax credit program, which has been a significant source of subsidy for the creation of long term affordable housing units in the City. As a result, the number of tax credit applications for Milwaukee developments has significantly increased over the past 3 years, as has the amount of credits awarded to City of Milwaukee projects.

Among the projects that resulted:

- The Prince Hall Village project involved the construction of 24 new units of affordable family housing at the intersection of North Avenue and Teutonia Avenue on vacant City owned land. The project used affordable housing tax credits and represents an investment of \$6.2 million. The project is currently under construction.
- The United House project involved the construction of 24 units of affordable supportive housing for special needs populations located at 25<sup>th</sup> and Center on vacant city land. The project used affordable housing tax credits and represents an investment of \$4.3 million. The project is currently under construction.
- The Handsome Plaza project involved the construction of 24 new units of affordable family housing with ground floor commercial space at the intersection of Teutonia and Center on vacant city land. The project used affordable housing tax credits and represents an investment of \$4.8 million. In addition, \$290,000 in CDBG Large Impact Development(LID) funded were allocated for the commercial component of this mixed-use development.

- The Fond du Lac and Center project involved the construction of 24 new units of affordable family housing with ground floor commercial space on vacant City land. The project used affordable housing tax credits and represents an investment of \$4.4 million and was completed in 2007.

**Habitat for Humanity:** The City of Milwaukee embarked on a new relationship with the Milwaukee chapter of Habitat for Humanity. HOME funds were provided to offset the cost of constructing 35 new single-family homes for very low-income households. These new homes helped breath new life into some of the most deteriorated neighborhoods in the City of Milwaukee. Recent changes to Habitat's charter has allowed additional assistance to be provided from the City of Milwaukee and has helped to strengthen this partnership.

**American Dream Downpayment Initiative(ADDI):** During 2007, the City of Milwaukee continued the administration of the American Dream Downpayment Initiative (ADDI) utilizing its 2007 grant award of \$105,007. The ADDI program aims to increase the homeownership rate among low income and minority households by providing downpayment, closing costs and rehabilitation assistance to eligible first-time homebuyers with incomes below 80% of the area median income. Funding was provided to Select Milwaukee, who was designated the lead agency of a consortium of six homebuyer counseling agencies. The program continues to be a success with the consortium utilizing all 2007 funds to help low-income persons own their own home.

### **Windsor Court Rehabilitation**

This project involved the rehabilitation of 200 apartments to be rented to low-income households near N. 20th and W. Juneau Avenue. HOME funds were used to assist in the rehabilitation of 10 units. This project was completed in 2007.

Both the Metcalfe Park and Windsor Court projects were completed in partnership with Gorman & Company using Low Income Housing Tax Credits provided by the Wisconsin Housing and Economic Development Authority. The HOME funds provided helped to reduce the cost of completing these units and helped to ensure the project's long-term affordability.

### **SECTION 8 – Rent Assistance Program**

The Housing Authority of the City of Milwaukee (HACM) receives funds from HUD to operate its Rent Assistance Program (RAP). RAP pays rental subsidies to private landlords who rent to very low income tenants in the program. Under the Housing Voucher Choice Program, units cannot exceed HUD's fair market rents, meaning that rents must be determined reasonable in relation to other units in the area.

### **Housing Trust Fund**

During 2006, the Common Council and Mayor of the City of Milwaukee voted to provide \$2.5 million in bonding to capitalize a Housing Trust Fund in 2007. Additional ongoing revenue sources to maintain the Trust Fund include revenue from: a) Potawatomi gaming proceeds; b) TIF expansion dollars, and; c) Designated PILOT funds.

Milwaukee County has also been supportive of this initiative and the County Board has allocated \$1 Million for affordable housing in the City from the proceeds of the sale of Park East land.

In 2007, a competitive application process was conducted and the City of Milwaukee received 21 responses to its first Housing Trust Fund Request for Proposals. Requests totaling \$5,650,263 and leveraging \$85,466,315 were received in the following categories: *Homelessness, Rental and Homeownership*. Following a review by the Housing Trust Fund Technical Committee, the Milwaukee Common Council and Mayor Tom Barrett approved the following projects:

**HOUSING TRUST FUND ALLOCATIONS**

<b>Applicant</b>	<b>Project Description</b>	<b>Total Award</b>
St. Catherine's Residence, Inc.	Construction of new rental units (1018 E. Knapp Street)	<b>\$264,000</b>
Mercy Housing-Lakefront	Permanent supportive living facility for homeless persons-former Johnston Community Health Center at 1230 W. Grant Street	<b>\$750,000</b>
Heartland Housing & Guest House of Milwaukee	Rehabilitation of apartments for homeless persons-1218 W. Highland Avenue	<b>\$125,000</b>
United Methodist Children's Services	Expansion to include low income housing - 3940 W. Lisbon Avenue	<b>\$200,000</b>
Milwaukee Christian Center	New housing construction-CHDO project (multiple locations)	<b>\$68,000</b>
<b>TOTAL</b>		<b>\$1,407,000</b>

## Summary of Progress

### Comparison of Actual Housing Accomplishments with Proposed Goals for the 2007 CDGA Program Year

**HUD Objective:** Decent, affordable housing

**HUD Outcome:** Affordability

**CDGA Consolidated Plan Priority Goals/Objectives:** Create and maintain affordable homeownership opportunities and affordable, quality rental housing for community residents

**CDGA Long-Term Outcomes:** Increased Property Values, Increased Economic Vitality, Reduced Crime, Improved Neighborhood Quality of Life

Housing Activities ( <i>funded by CDBG, HOME, ADDI</i> )	Third Year Goal	Actual
Acquire/Rehabilitation/Sell, New Construction, Freshstart Housing Youth Apprenticeship Program (#units)	53	53
Owner-Occupied Housing (Neighborhood Improvement Project-NIP; DCD)	171	252
American Dream Downpayment Initiative(ADDI)	20	38
Rental Rehabilitation (#units)	50	96
Homebuyer Counseling (#new mortgage loans)	245	203
Graffiti Abatement(#property units)	600	967
Minor Home Repair (#served)	330	299
FOCUS –smoke detector installation & fire prevention (#households served)	1,000	949
Lead Prevention/Abatement Program(#units abated)	625	564
Housing Accessibility Program(handicapped ramps & other accessibility improvements)	25	12
Tenant/Landlord Training (#trained)	750	1,149
Tenant Assistance Program (#assisted)	1,670	1,382
Receivership Inspections of Nuisance Properties (#inspections)	120	358
Targeted Code Enforcement Initiatives(#inspections)	1,560	1,418
Rent Withholding/Rent Abatement (#served)	120	162

\*The U.S. Dept. of Housing & Urban Development does not count units as complete until they are sold. Units complete or where rehab is underway, will be counted once they are sold to an income eligible beneficiary.

## Major Housing Projects

<b><u>Project Name/Description</u></b>	<b>Funding</b>	<b># Units proposed</b>
<p><b><u>Ezekiel Community Development Corp. – Infill</u></b>  <b>Six</b> single-family homes have been constructed and sold to low/mod income homebuyers on vacant land at N. 17<sup>th</sup> and W. Galena Streets. HOME assistance was provided in the form of a development subsidy.</p>	\$180,054 (HOME)	6/HOME
<p><b><u>Bishop's Creek Development</u></b>  Bishop's Creek CDC was certified as a City of Milwaukee CHDO and HOME funds were set-aside to facilitate the production of nine new and rehabilitated homes to be completed in 2007. These properties will be sold to households earning less than 80 percent of CMI.</p>	\$522,000 (HOME)	9/HOME
<p><b><u>Metcalfe Park Homeowner Initiative</u></b>  A total of 30 single family homes will be constructed, under a lease to own program in the Metcalfe Park neighborhood near N. 35<sup>th</sup> and Center Street. All homes will be constructed using universal design, which allows the homes to be easily adapted for persons with physical disabilities. HOME funds were provided to assist in the construction of ten homes which were completed in 2007.</p>	\$336,000 (HOME)	10/HOME
<p><b><u>Windsor Court Apartments – Rehabilitation</u></b>  This project involved the rehabilitation of the Windsor Court Apartments near 20th and Juneau. This project consists of the rehabilitation of 200 apartments to be rented to low-income households. HOME funds were used to assist in the rehabilitation of 10 units which were completed in 2007.</p>	\$260,000 (HOME)	10/HOME
<p><b><u>St. Rose East</u></b>  Multi-phase new housing construction project, with a plan to construct new homes within the 400 block of North 29<sup>th</sup> Street. The project is designed to eliminate blighted properties and recycle vacant lots into single-family homes for low/mod income households. CDBG funds were used for demolition and site preparation.</p>	\$300,000 (HOME) \$160,500 (CDBG)	7 HOME/CDBG
<p><b><u>West End Development Corp. – Condos/Conversion</u></b>  Conversion of an abandoned, nuisance apartment building located at N. 27<sup>th</sup> and W. Wells Street for a low/mod income condominium mixed-use development. The developer will utilize City of Milwaukee HOME funds and private sector leverage to convert these units into <b>8</b> new single-family condominium units. HOME assistance is being provided in the form of a development subsidy.</p>	\$936,000 (HOME)	8/HOME
<p><b><u>Wisconsin Fresh Start/YouthBuild Program</u></b>  This program provides on-site housing construction and rehabilitation training and work experience, off-site academic classes and supportive services for at-risk young people. The program provides young people with education, employment skills and career direction leading to economic self-sufficiency while also creating affordable housing opportunities in the community. Non-profit community-based agencies were funded to undertake this program. Two units were completed in 2007 with other units in progress.</p>	\$100,000 (CDBG) \$400,000 (HOME)	4 HOME/CDBG
<p><b><u>New Covenant Housing Corporation</u></b>  The City of Milwaukee provided funding for the construction of affordable housing in the 4700 block of N. 34th Street. These properties will be sold to households earning less than 80 percent of CMI, providing new housing options for LMI households.</p>	\$144,000 (HOME)	2/HOME
<p><b><u>Habitat for Humanity</u></b>  HOME funds were provided to offset the cost of constructing 35 new single-family homes for very low-income households in the Metcalfe Park neighborhood. This project was completed in 2007.</p>	\$180,000 (HOME)	35/HOME

## **Lead-based Paint**

### **17. Describe actions taken during the last year to evaluate and reduce lead-based paint hazards.**

PY 2007 CAPER Lead-based Paint #17 response:

#### **I. Estimate of number of housing units containing lead-based paint**

The number of housing units in Milwaukee that contain lead-based paint hazards as defined by section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992 (pre-1978 housing units with lead-based paint hazards) is estimated at approximately 100,000 housing units. These housing units are occupied by approximately 82,940 families who are extremely low-income, low-income or moderate income.

The Milwaukee Health Department (MHD) Childhood Lead Poisoning Prevention Program (CLPPP) further prioritizes approximately 53,190 of these housing units as representing the epicenter of the childhood lead poisoning prevention problem in Milwaukee. These highest risk housing units are located in target areas where the majority of homes were built before 1925, have assessed housing values below \$63,250 and the majority of homes are rental owned.

In 2007, preliminary data analysis shows 5.9% of children tested in Milwaukee for lead exposure were identified as lead poisoned. Although great strides have been made in reducing the prevalence rate, the current scope of the problem is nearly four times greater than the national average of 1.6%. Milwaukee's Lead Program Target Areas' report cited prevalence rates in the north side target area at 16% in 2006, which reflects the racial disparities that exist in this health problem.

#### **II. Third Year Priority Goals/Objectives:**

- 1) To eradicate childhood lead poisoning by the year 2010 (Five-Year Goal).
- 2) To produce 6,000 lead safe housing units within the high risk target areas by 2010.
- 3) To involve community members most affected by the problem in neighborhood based strategies.
- 4) To diversify and increase funding to make homes lead-safe before a child is poisoned.
- 5) To increase lead testing of children covered by Medicaid.

#### **III. Strategies to evaluate and reduce lead-based paint hazards and effects**

Collaborations continued between CDGA, MHD and the Department of City Development to implement standardized processes for all affected CDBG and HOME-funded housing rehabilitation projects in compliance with the lead safe housing regulations. These processes included: the assumption of lead-based paint, use of certified lead abatement contractors for abatement, standardization of lead safe work practices, occupant protection, monitoring of work sites, lead dust clearance tests, laboratory analysis and lead abatement of windows.

In response to this problem, the City's Health Department has developed a comprehensive and nationally recognized program, which includes both secondary interventions (services to lead poisoned children and their families) and primary prevention activities (making high risk housing lead-safe before a child is poisoned).

The City of Milwaukee Health Department Childhood Lead Poisoning Prevention Program (MHD CLPPP) addressed the problem of housing units containing lead-based paint hazards in three distinct ways: (1) investigations and abatement of housing units where lead poisoned children are identified; (2) risk assessments and lead abatement in high risk housing units before a child is poisoned through the Primary Prevention Grant Program and; (3) assuring lead safe housing rehabilitation and priority window treatments in federally assisted housing. Combined, these services resulted in **1,645** additional lead-safe housing units in 2007, of which **564** were CDBG funded.

From June-September of 2005, a 37-member committee developed the Lead Elimination Strategic Plan, which set forth the critical framework to eradicate childhood lead poisoning in Milwaukee by 2010. The MHD CLPPP is facilitating implementation and oversight of the City of Milwaukee Lead Elimination Strategic Plan. Several implementation groups worked throughout 2007 to advance Elimination Plan objectives. Some of its accomplishments are:

- Creation of a computerized Internet database developed to record and track immunization dates of Wisconsin's at risk children. The lead application supports a prompt and look-up action, whereby users are reminded to review blood lead test records and act accordingly with patients.
- Healthy Housing staff at four community-based organizations received training and certification as Sampling Technicians and Lead Abatement Supervisors to increase community capacity to identify and address lead hazards.
- MHD was awarded \$3.9 million HUD grant to create an additional 1,775 units of lead safe housing over three years.
- MHD strengthened its partnership with CDGA by reporting owner leverage information.
- The City of Milwaukee, on behalf of Mayor Tom Barrett, won the \$50,000 Award for Distinction from the 2007 United Conference of Mayors, Lead-Safe for Kids Sake program. These funds will make an additional 20 units of lead safe housing.

#### **IV. Actions undertaken in 2007 to evaluate and reduce lead-based paint hazards:**

- **Screening (blood lead testing):** 2007 preliminary data indicates that the CLPPP received 23,654 reports of lead test results, identifying 1,392 children with lead levels greater than 9 ug/dL.
- **Laboratory Analysis:** The MHD CLPPP Chemistry Laboratory continued to analyze blood lead, dust lead, soil and paint chip samples for all properties receiving MHD CLPPP intervention.
- **Surveillance:** Preliminarily, the lead poisoning prevalence rate in 2007 is reported at 5.9%, a decrease from 6.6% in 2006.

- **Care Coordination:** Comprehensive services were provided to 295 children newly identified as cases with elevated blood lead levels.
- **In-Home Case Management (Home Visits):** 230 children with newly elevated blood lead levels received an initial home visit by a Public Health Nurse (PHN) or a Health Services Assistant (HSA). 223 children with blood lead levels below the level of a new case received an Early Intervention home visit by a HSA. An additional 884 home visits were completed by PHNs and HSAs to provide follow-up and case management services.
- **Private Investment:** MHD has continued to assure private investment by rental property owners has grown. In 2007, owners surpassed federal dollar investment for lead hazard control efforts in high-risk neighborhoods. In 2007, owner investment was \$3,528,389.
- **Lead Risk Assessments/Secondary Interventions:** 403 investigations were completed based on the identification of a lead poisoned child. These investigations resulted in 270 legally binding work orders issued; 266 of which were remediated by December 31, 2007.
- **Lead-safe units funded:** A total of 1379 lead-safe housing units were produced through primary prevention and lead-safe housing rehabilitation before a child was poisoned. A total of 117 secondary intervention units were made lead safe with HUD and CDGA funds for window abatement. Direct funding through CDBG accounted for 229 of these units to be made lead safe.
- **Community Capacity Building:** A total of 7,609 community members were reached through community organizing and housing advocacy projects.
- **Health/Housing Partnerships:** The Lead Elimination Strategic Plan identified multiple opportunities for health-housing partnerships to eradicate childhood lead poisoning by 2010. These opportunities relate primarily to the Department of Neighborhood Services(DNS) Building Code Compliance Program, Dept. of City Development(DCD) in-rem(tax foreclosure) properties and HACM's Section 8 program.
- The success of a Pilot Program to have MHD Lead Risk Assessors inspect in-rem properties for the existence of lead hazards has produced an Memorandum of Understanding(MOU)to be signed by DCD and MHD. DCD has agreed to: 1) advise buyers of vacant city-owned properties of the presence of any lead paint hazards; 2) promote the availability of funding under the Primary Prevention Program; and, 3) require lead dust wipe clearance before the property is occupied.
- The restoration agreement used by DNS has been revised to include language requiring lead dust wipe clearances testing to be performed prior to occupancy. There were two units that were made lead safe as a result of this agreement in 2007.
- DNS initiated a policy to provide referrals for lead abatement subsidy to owners correcting code violations the MHD Primary Prevention Program. In 2007, six applications for nine units were referred to the Program.
- DNS included the MHD CLPPP in landlord training classes that are offered in both English and Spanish.

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- HACM provided four vouchers to families with chronically lead poisoned children. These families were screened by MHD to assure enrollment. The children of the four placed families had declining lead levels after placement into safe and habitable housing.
  - **Public/Private Partnerships:** MHD CLPPP collaborated with the Local Initiative Support Corporation (LISC) in its application for a LEAP grant from HUD to assure lead safe housing.
  - **Compliance with the Lead Safe Housing Rule:** CDGA contracted with the MHD CLPPP to assure compliance on 335 federally funded housing rehabilitation jobs.
  - **Support to the City Treasury:** MHD encouraged property owners to pay their taxes to participate in its program, resulting in the collection of \$83,123.38 in back taxes.

# HOMELESS

## Homeless Needs

### **18) Identify actions taken to address needs of homeless persons.**

PY 2007 CAPER Homeless Needs #18 response:

Persons with special needs as well as the homeless are an important concern for the City as it is recognized that addressing the needs of all citizens, regardless of their circumstance, is an essential component to strengthening neighborhoods.

To further the City's strategic goal of reducing and preventing homelessness and domestic violence in our community, the City allocated CDBG and Emergency Shelter Grant (ESG) funds for activities geared to assist homeless persons achieve stable housing and self-sufficiency. These funds were provided to conduct street outreach, and homeless prevention activities, to operate emergency and transitional shelter facilities, provide supportive services, legal assistance and other services aimed at preventing and reducing homelessness for individuals, families, runaway/homeless youth, victims of domestic violence and mentally and physically disabled persons.

A key sub-committee of the Milwaukee Continuum of Care, the Milwaukee Shelter Task Force, is made up of the executive directors of emergency homeless shelters. This group is the vehicle that ensures the coordination of services and recommends the efficient allocation of resources across the system. The shelters utilized a mix of private and Local, State and Federal governmental resources to address the needs of the homeless, including, but not limited to: Milwaukee County (funds from various divisions such as mental health, GAMP-medical assistance), United Way, Health Care for the Homeless, State of Wisconsin-Dept. of Health and Human Services, State Shelter Subsidy Grants, State ESG Transitional Housing Program (THP), HUD Supportive Housing Project funds, private donations, in-kind volunteer donations.

Milwaukee has a well-developed and coordinated system of services to address the needs of homeless persons. In other words, Milwaukee does not address homelessness simply by the provision of emergency shelter. Critical system components include:

- Homelessness Prevention
- Information and Referral
- Provision of Emergency Shelter
- Service Coordination
- Homeless Management Information System

**Homeless Prevention:** Milwaukee's homeless prevention effort begins with a comprehensive, coordinated approach to reducing inappropriate discharges from publicly funded institutions including foster care, health care, mental health, and corrections. The problem of inappropriate discharges, specifically 'discharges to the street' has historically been very serious in Milwaukee as it has in other major U.S. cities. With the encouragement of the U.S. Department of Housing and Urban Development and through the concerted actions of the Milwaukee Continuum of Care, the community has established effective discharge protocols with each major institution which act to prevent inappropriate discharges. The *foster care system*, managed by the Bureau of Milwaukee Child Welfare, has established a formal protocol relative to the foster care discharge of youth reaching the age of 18. A Transitional Living Plan is developed for each foster care child when he/she reaches the age of 15.5 years; the plan addresses educational attainment, acquisition of daily living skills, employability, health care, and

related services. As a consequence, individuals leaving foster care are not discharged to shelter or other McKinney-Vento funded projects.

**Health care** discharges to the street are prevented by the fact that all Milwaukee community hospitals have established protocols for discharge planning for individuals leaving their facilities after inpatient stays. Discharge planning addresses post-inpatient housing particularly from the perspective of maintaining adequate continuity of care. For Milwaukee County General Assistance patients, discharge from an inpatient stay includes coordination with individuals' primary care clinics which maintain responsibility for the overall coordination of care and, as necessary, the coordination of supportive services, including housing. **Mental health** discharges have traditionally been a major source of inappropriate discharges to the street. Milwaukee County Behavioral Health Division policies, however, insure that BHD patients are not discharged to the street or to shelter. All providers of BHD-funded inpatient and residential care (as well as community hospitals providing psychiatric care) adhere to Chapter 51 section 51.35 (5) of the State Alcohol, Drug Abuse, Developmental Disabilities and Mental Health Act which mandates that discharged persons be connected to necessary transition services to ensure a proper residential living environment.

When individuals are released from **corrections**, the Milwaukee Region of the Department of Corrections has an established protocol which requires probation agents to complete a release plan for each offender that includes the identification of adequate community housing. When no housing option is available, probation agents are allowed to purchase housing in a rooming house or similar environment while the search for safe and permanent housing continues. The Sheriff's Office, in charge of the operation of the local jail and House of Correction, does not provide discharge planning. However, because of the short stays in both facilities, offenders generally return to the pre-incarceration housing situation.

It is important to note that as a result of these efforts by major institutions: The Milwaukee 2007 Point in Time Survey identified no persons who had spent the previous night in foster care, health care, or mental health systems and only one individual who had spent the previous night in corrections (jail).<sup>1</sup>

Milwaukee's prevention system also includes services such as mortgage assistance, rental assistance, utilities assistance, counseling/advocacy, and legal assistance provided by the following agencies: AIDS Resource Center of Wisconsin, American Red Cross, Aurora Family Services, Benedict Center, Cathedral Center, Catholic Charities, Center for Veterans Issues, City of Milwaukee, City of West Allis, Community Advocates, Disability Rights Wisconsin, Grand Avenue Club, Hope House, IMPACT/2-1-1, Independence First, Latina Resource Center, Latino Health Organization, Legal Action of Wisconsin, Legal Aid Society, Mental Health Association, Milwaukee County Department on Aging, Milwaukee County Economic Support Division, Milwaukee County Wraparound Program, City of Milwaukee Health Department, Milwaukee Public Schools, Milwaukee Women's Center, M & S Clinical Services, Our Space, Inc., Salvation Army, Social Development Commission, Sojourner Truth House, Spanish Center, St. Ben's Meal, State of Wisconsin Bureau of Milwaukee Child Welfare, The Counseling Center of Milwaukee/Pathfinders, The Parenting Network, The Task Force on Family Violence, Voces de la Frontera, Walker's Point Youth & Family Center, W-2 agencies (MAXIMUS, UMOS, YW Works), WE Energies, WI Lifeline & Link--Up, Wisconsin Community Services, Word of Hope Ministries, Inc., U.S. Veterans Administration, YWCA of Greater Milwaukee.<sup>2</sup>

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<sup>1</sup> Homelessness in Milwaukee: Results of the January 25, 2007, Point in Time Survey of Milwaukee's Homeless Citizens, Milwaukee Continuum of Care, July 31, 2007.

<sup>2</sup> Prevention agencies and activities identified in the 2007 Milwaukee Continuum of Care Exhibit 1 submitted to the U.S. Department of Housing and Urban Development, May 2007.

**Information and Referral:** Milwaukee has the substantial benefit of a comprehensive telephone information and referral services (2-1-1) operated by IMPACT Alcohol and Other Drug Abuse Service. This 24/7 telephone line provides callers who are experiencing homelessness or who are in precarious housing situations with information about housing alternatives, supportive services, and shelter availability. Highly trained I & R specialists utilize a comprehensive resource directory to help callers consider alternatives that will prevent immediate homelessness and begin to solve their housing problem over the long term. 2-1-1 received 15,843 calls for shelter in 2006, a monthly average of 1,320.<sup>3</sup>

**Shelter System:** Twelve (12) emergency shelters provided services to persons experiencing homelessness in Milwaukee. In 2007, these shelters provided a total of 720 beds, 60% for individuals (single adults) and 40% for persons living in families. The specific distribution of emergency shelter beds is provided in the table below.

**Table 1: Milwaukee Emergency Shelter Facilities and Capacity**

Operating Agency	Facility Name	Individual Beds	Family Beds	Total Beds
American Red Cross	Cathedral Center	32	32	64
Community Advocates	Women's Center		22	22
Guest House of Milwaukee	Guest House	38		38
Hope House of Milwaukee	Hope House	11		11
La Causa	Crisis Nursery	12		12
Rescue Mission	Safe Harbor	250		250
Rescue Mission	Joy House		80	80
Salvation Army	Emergency Lodge	72	48	120
Social Development Commission	Family Support Center		70	70
Sojourner Truth House	Sojourner Truth House		37	37
The Counseling Center	Pathfinders	8		8
Walker's Pt. Youth & Family Center	Runaway & Teen Shelter	8		8
	<b>Total</b>	<b>431</b>	<b>289</b>	<b>720</b>

The Milwaukee shelter system provides an estimated 266,085 shelter nights of service annually.<sup>4</sup> An unduplicated count of persons who used Milwaukee shelters during 2007 is current being compiled by the State of Wisconsin Bureau of Supportive Housing, Service Point Administrator and will be provided to the City of Milwaukee Community Grants Administration upon completion.

**Service Coordination:** The emergency shelter system provided a broad range of services focused on assisting persons to address their immediate homelessness as well as to develop and implement plans to attain and sustain safe and decent housing over the longer term. Information guiding the development of supportive services and the manner in which services are provided is provided by the Continuum of Care's Point in Time Survey.<sup>5</sup> Two specific findings are relative to supportive service provisions: Homeless Problems/Disability Conditions and Service Utilization. The tables below provide documentation for these areas:

<sup>3</sup> 2-1-1 @ IMPACT Requests 2004-2007, included in "Homelessness in Milwaukee."

<sup>4</sup> Annual nights of service calculated by multiplying the January 25, 2007, Point in Time persons in emergency shelter (N = 729) by 365 days.

<sup>5</sup> Survey was conducted on January 25, 2007, with 714 individuals who identified themselves as homeless.

**Table 2: Homeless Problems/Disability Conditions**

<b>Problem/Disability Condition</b>	<b>Surveyed Individuals</b>	<b>Percent</b>
Mental illness	238	33%
Physical disability	121	17%
Alcohol abuse	213	30%
Drug abuse	216	30%
Developmental disability	26	4%
HIV/AIDS	3	.4%
Domestic violence	46	6%
Other	46	6%

**Table 3: Service Utilization**

<b>Service</b>	<b>Surveyed Individuals</b>	<b>Percent</b>
Social Security	44	6%
SSI	80	11%
SSDI	24	3%
GAMP	113	16%
TANF/W-2	66	9%
Badger Care	48	7%
Veterans Benefits	15	2%
Veterans Health Care	36	5%
Unemployment Benefits	10	1%
Medicaid	76	11%
Medicare	44	6%
Food Stamps	247	35%
Other	34	5%
Employment Income	98	14%
No benefits of any kind	174	24%

Supportive services including case management, life skills, alcohol and drug abuse treatment, mental health counseling, health care, HIV/AIDS services, education, employment, child care, coordination with transitional housing, and transportation assistance/planning are provided by each of the twelve (12) emergency shelters in the system.<sup>6</sup>

In addition to the direct provision of services, Milwaukee shelters coordinated their activities through a strong network of cross-referral and collaboration fostered by the Milwaukee Shelter Task Force. Monthly STF meetings ensured coordination of activities, coordination of intake, case management, and discharge planning policies, collaborative action to address high volume/overflow situations, and strategic initiatives to address common issues facing shelter clients, e.g. access to employment services. Service coordination was reinforced by the use of a Homeless Management Information System (Service Point) in which each provider records client and service data in the same format.<sup>7</sup> Data are then used for facility-specific program planning as well as system coordination and development.

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<sup>6</sup> 2007 Milwaukee Continuum of Care Exhibit 1.

With the Continuum of Care's support, the emergency shelter system has sought other ways to coordinate services and maximize clients' utilization of mainstream resources. Two specific initiatives are currently underway: 1) SSI enrollment initiative to increase the approval rate for SSI/SSDI applications filed on behalf of persons experiencing homelessness; and 2) Employment initiative to increase the number of homeless persons able to access and successfully complete skill training programs provided by the Milwaukee Workforce Investment Board (formerly the Private Industry Council), Wisconsin Regional Training Partnership, and Milwaukee Area Technical College.

**19) Identify actions to help homeless persons make the transition to permanent housing and independent living.**

PY 2007 CAPER Homeless Need #19 response:

The primary impediment to helping homeless persons make the transition to permanent housing and independent living is the lack of affordable permanent housing. To address this problem, the Milwaukee Continuum of Care, of which the Shelter Task Force is a key component, has made the creation of new permanent housing beds its top priority. The Continuum of Care's most significant accomplishments in this area include:

- a. **Meeting or exceeding all five of the HUD objectives** to end chronic homelessness and move families and individuals to permanent housing including the creation of the Community Advocates' Permanent Housing project that will house 60 chronically homeless persons with mental illness as well as the development of a new Samaritan Bonus Shelter + Care project developed by Milwaukee County in cooperation with Mercy Housing Lakeside that will create an addition 33 units for chronically homeless persons in 2008.
- b. **Establishment by the City of Milwaukee of the Housing Trust Fund** to provide financing support for affordable housing development especially for homeless individuals and families;
- c. **Development of strong relationships with two major nonprofit housing developers:** Mercy Housing Lakeside and Heartland Housing that will enable Milwaukee to continue to develop affordable permanent housing for chronically homeless people in the future.
- d. **A Special Needs Housing Action Team**, with COC representation, was appointed by County Executive Scott Walker and Mayor Tom Barrett to address the housing needs of persons with mental illness which resulted in a comprehensive set of recommendations for improved coordination of local, state and federal resources to create additional supportive housing for this population;
- e. **Improved Continuum of Care performance** specifically in terms of retention of homeless persons in permanent housing. Fully 81% of homeless persons stayed 7 months or longer in HUD-funded permanent housing programs, reflecting increased emphasis on linking homeless persons with the range of supportive services required to maintain housing stability.

**20. Identify actions taken to implement a continuum of care strategy for the homeless and new Federal resources obtained during the program year, including from the Homeless SuperNOFA.**

PY 2007 CAPER Homeless Needs #20 response:

The Milwaukee CoC has identified the following goals as part of its Continuum of Care Strategy for addressing the needs of homeless persons in our community:

**Continued to enhance consumer participation** in homeless services planning and policy development. Relationships with consumers will be “consumer centered and strength-based.” (Within five years, each agency that provides case management services, will have trained staff in the Single Coordinated Care Plan model).

**Maximized mainstream resources for consumers** to prevent and remedy homelessness; within five years, reduce by 50% the number of consumers entering the shelter system from Mainstream Resource systems.

**Early Intervention Strategies** to help homeless persons remain housed; implement new Outreach models and conduct outreach to persons who are marginally housed.

**Systems Change** to eliminate by 100% the number of corrections and health care discharges to streets and shelters.

**Identification and elimination** of program rules and policies which function as barriers to services for the chronically homeless.

**Improved outreach and engagement strategies**, especially with regard to highly service-resistant individuals.

**Increased capacity** for individualizing services, e.g. enhanced assessments, care planning and service delivery tailored to needs shaped by gender, disability and other factors.

**Established** a mechanism at the CoC level to define, track and report on program-specific and system outcomes relating to the chronically homeless.

**Developed** a complete package of wraparound services, including treatment on demand, job and life skills, crisis management skills and aftercare.

**Availability** of a range of housing options including increased targeted shelter and transitional housing beds, more permanent affordable housing with supportive services, including permanent housing specifically designed for chronically homeless and greater use of Section 8 and Shelter + Care resources.

**Collaborated** around program development to ensure that best practices in service delivery are translated into targeted resource development.

**Improved** the capacity of the Continuum of Care to function as a collaborative planning program implementation and accountability structure.

**Created** a broader community awareness of and responsibility for homelessness.

**Continued** to develop better access to appropriate levels of service for those already experiencing homelessness as well as those at-risk for becoming homeless.

**Improved** the quality of data collection on who is being served and on the services being received for use in decision-making.

## 2007 Continuum of Care Awards-

### Continuum of Care Project Priorities Chart

HUD-defined CoC Name:* Milwaukee City and County CoC						CoC #:WI-501			
(1) <b>SF-424 Applicant Name</b>	(2) <b>Project Sponsor Name</b>	(3) <b>Project Name</b>	(4) <b>Priority</b>	(5) <b>Award Amount</b>	(6) <b>Term</b>	(7) Program and Component Type			
						<b>SHP New</b>	<b>SHP Renewal</b>	<b>S+C New</b>	<b>SRO New</b>
Mercy Housing Lakefront -Milwaukee County	Behavioral Health Division	Shelter + Care	1	1,104,840	5			SRA	
Guest House of Milwaukee, Inc.	Guest House of Milwaukee, Inc.	GH/Heartland	2	420,000	2	PH			
Hope House of Milwaukee, Inc.	Hope House	HMIS-Renewal	3	41,964	1		HMIS		
Hope House of Milwaukee, Inc.	Hope House	HMIS-New	4	47,104	2	HMIS			
Walker's Point Youth & Family Center	Walker's Point Youth & Family Center	Walker's Point Transitional Housing	5	175,508	1		TH		
Health Care for the Homeless	Health Care for the Homeless	Faith II	6	49,000	1		TH		
Hope House of Milwaukee, Inc.	Hope House	Hope House Transitional Housing	7	579,715	1		TH		
Guest House of Milwaukee, Inc.	Guest House	Guest House Homelinc 3	8	137,266	1		PH		
Guest House of Milwaukee, Inc.	Guest House	Permanent Housing Homelinc 3 Expansion 1	9	105,878	1		PH		
Guest House of Milwaukee, Inc.	Guest House	Permanent Housing Homelinc 3 Expansion 2	10	573,626	1		PH		
My Home Your Home, Inc.	My Home Your Home	Lissy's Place	11	183,547	1		TH		
St Catherine Residence, Inc.	St. Catherine Residence	St. Catherine Residence	12	144,379	1		PH		
YWCA Greater Milwaukee	YWCA Greater Milwaukee	YWCA-Transitional Housing AODA	13	33,580	1		TH		
Meta House, Inc.	Meta House	Meta House II	14	121,092	1		TH		
American Red Cross of Southeast WI	American Red Cross	Autumn West Safe Haven	15	301,446	1		TH		
YWCA Greater Milwaukee	YWCA Greater Milwaukee	YWCA – Transitional Housing CHANGE	16	82,969	1		TH		
Meta House, Inc.	Meta House, Inc.	Meta House I	17	328,031	1		TH		
Community Relations- Social Development Commission	Community Relations- Social Development Commission	Transitional Housing	18	441,341	1		TH		
Community Development Partners	Community Development Partners	Project Restore: TH	19	103,410	1		TH		
Meta House, Inc.	Meta House, Inc.	Meta House III	20	130,385	1		PH		
Guest House of Milwaukee, Inc.	Guest House of Milwaukee, Inc.	Guest House I	21	180,454	1		TH		

Matt Talbot Recovery Center	Matt Talbot Recovery Center	Matt Talbot Lodge	22	235,625	1		TH		
Community Development Partners	Community Development Partners	Project Restore: PH	23	85,714	1		PH		
Milwaukee County	Behavioral Health Division	Safe Haven	24	416,016	1		PH		
Health Care for the Homeless	Health Care for the Homeless	Faith I	25	82,834	1		TH		
Center For Veterans Issues, Ltd.	Center for Veterans Issues, Ltd.	VOID Exchange	26	415,911	1		TH		
Walker's Point Youth and Family Center	Walker's Point Youth & Family Center	Transitional Housing Case Management	27	20,273	1		TH		
Community Advocates	Community Advocates	Stable Housing for Persons with Disabilities	28	84,000	1		SSO		
Community Advocates	Community Advocates	Protective Payment	29	344,544	1		SSO		
Hope House of Milwaukee, Inc.	Hope House of Milwaukee, Inc.	Hope House: SRO	30	30,679	1		PH		
Salvation Army	Salvation Army	Respite Care	31	31,474	1		SSO		
Community Advocates	Milwaukee Women's Center	Second Stage	32	120,514	1		SSO		
Community Relations-Social Development Commission	Community Relations-Social Development Commission	Family Friends	33	196,230	1		SSO		
Center for Veterans Issues, Ltd.	Center for Veterans Issues, Ltd.	Outreach	34	132,021	1		SSO		
<b>(8) Subtotal: HUD Awarded Amount for CoC Competitive Projects:</b>				<b>\$7,481,370</b>					
<i>(9) Shelter Plus Care Renewals:</i>							<i>S+C Component Type</i>		
Milwaukee County	Behavioral Health Division	My Home Housing Program – Shelter + Care TRA	35	\$2,607,084	1		Shelter + Care TRA		
<b>(10) Subtotal: Awarded Amount for S+C Renewal Projects:</b>				<b>\$2,607,084</b>					
<b>(11) Total CoC Awarded Amount (line 8 + line 10):</b>				<b>\$10,088,454</b>					

## Specific Homeless Prevention Elements

### 21. Identify actions taken to prevent homelessness.

PY 2007 CAPER Specific Homeless Prevention #21 response:

Milwaukee's approach to homeless prevention approach features a mix of supportive services that begin with effective programming funded through the Community Development Block grant, support of an effective "211" community resource hotline, and the establishment of one of the most effective & safe public housing authorities.

In 2007, the City's prevention efforts expanded through the establishment and funding of a Housing Trust Fund and collaboration with Milwaukee County to form the Supportive Housing Commission. The Commission brings together a host of housing providers that will approach the local housing challenges in an organized comprehensive manner. The creation of safe and affordable supportive housing promises to reduce the need for emergency shelter.

In addition the Milwaukee CoC created a series of steps to prevent homelessness. The plan includes the promotion of the development of public information, the collection of input from consumers, and the promotion of affordable housing projects that includes a housing first model.

1. Increase the community's understanding of homeless issues and strategies to end chronic homelessness.	a. Use biennial community homeless surveys individuals and family members to educate the public about homeless issues.	Results of 2 <sup>nd</sup> biennial Homeless Survey Report to be distributed via media, and presentations	Results of 3 <sup>rd</sup> biennial Homeless Survey distributed via media, presentations, and written reports; information reaches a minimum of 50,000 community residents
2. Improve consumer involvement in CoC activities and projects.	a. Develop a sustainable mechanism for consumer involvement at the CoC level.	3 consumers regularly attend CoC meetings (9 of 12 meetings) and participate in key decisions (vote on matters before the CoC)	10 consumers regularly attend CoC meetings (9 of 12 meetings) and participate in key decisions (vote on matters before the CoC)
3. Increase the community's capacity to implement a Housing First model with chronically homeless individuals.	a. Continue efforts to improve the outreach and engagement skills of street outreach workers	Monthly coordinating/training meetings of outreach workers employed by Wiser Choice, Health Care for the Homeless, ASTREET, Center for Veterans Issues, Ltd. and American Red Cross	Measurable increase (10%+ increase from prior survey) in engagement of chronically homeless individuals in services and housing as evidenced by service utilization reported in biennial Homeless Survey
	b. Continue efforts to increase availability of affordable housing in the community for chronically homeless individuals and families.	Reduction in the number of regulatory barriers to affordable housing	Increased supply of affordable housing by 100 units.

## Emergency Shelter Grants (ESG)

**22. Identify actions to address emergency shelter and transitional housing needs of homeless individuals and families (including significant subpopulations such as those living on the streets).**

PY 2007 CAPER #22 response:

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The City of Milwaukee does not directly operate emergency shelters or transitional housing projects. The City's Housing Authority does however operate a SRO Permanent Housing Project and other permanent housing. The City supports a host of non-profit agencies through direct funding and cooperative efforts with city departments such as Administration, Police, Fire, Neighborhood Services and Public Works. This support has been a key factor for the maintenance of a long time stable inventory of shelter and transitional housing for the homeless:

<b>Current Inventory Emergency Shelter</b>		Individuals	Families
American Red Cross of SE Wisconsin	Cathedral Center	32	32
Community Advocates	Milwaukee Women's Center Refuge		22
Guest House of Milwaukee, Inc.	Guest House	38	
Hope House of Milwaukee, Inc.	Hope House	11	
La Causa	Crisis Nursery	12	
Rescue Mission	Safe Harbor	250	
Rescue Mission	Joy House		80
Salvation Army	Emergency Lodge	72	48
Social Development Commission	Family Support Center		70
Sojourner Truth House	Sojourner Truth House		37
The Counseling Center of Milwaukee	Pathfinders	8	
Walker's Point Youth & Family Center	Runaway and Teen Shelter	8	0
<b>SUBTOTALS:</b>		161	150

<b>Current Inventory Transitional Housing</b>		Individuals	Families
AIDS Resource Center Of Wisconsin	Wisconsin Home	26	
American Red Cross Of SE Wisconsin	Autumn West Safe Haven	17	
Center for Veterans Issues	Vets Place Central	84	
Community Development Partners, Inc.	Project Restore Transitional Housing		65
Day Star, Inc.	Day Star	10	
Guest House of Milwaukee, Inc.	Guest House Transitional Housing	38	
Health Care for the Homeless	Faith Transitional Housing		86
Hope House of Milwaukee, Inc.	Hope House Transitional Housing	14	48
Matt Talbot Recovery Center	Matt Talbot Lodge	10	

Meta House, Inc.	Meta Housing Transitional Housing	11	40
Milwaukee County Behavioral Health Division	Safe Haven	23	
My Home Your Home, Inc.	Lissy's Place	17	
Salvation Army	Winter Star*	30	
Social Development Commission	Transitional Living Center		87
Veteran's Administration	VA Mental Health	50	
Walker's Point Youth & Family Center	Transitional Housing	18	16
YWCA Greater Milwaukee	Transitional Housing		82
<b>SUBTOTALS:</b>		338	424

These projects serve a number of subpopulations including chronically homeless, AIDS patients, veterans, single adult non-veterans, domestic violence victims, persons with disabilities, families, teens and young children. Associated efforts include the provision of the '211' services hotline and street outreach provided by Healthcare for the Homeless and Vets Place Central. Health Care for the Homeless also coordinates mental health and primary healthcare across the City, while the American Red Cross provides additional mental health services to homeless residents. Additional local support for homeless veterans is provided by the V.A.'s Zablocki Health Center.

**23. Assessment of Relationship of ESG Funds to Goals and Objectives**

- a. Evaluate progress made in using ESG funds to address homeless and homeless prevention needs, goals, and specific objectives established in the Consolidated Plan.
- b. Detail how ESG projects are related to implementation of comprehensive homeless planning strategy, including the number and types of individuals and persons in households served with ESG funds.

PY 2007 CAPER ESG #23a, 23b response:

In 2007, the City of Milwaukee's allocation of ESG funds was an integral resource to achieve the following components of the comprehensive homeless planning strategy:

2007 Homeless Planning Strategy Goal	Numeric Achievement in 12 months – 2007*
1. Create new PH beds for chronically homeless persons.	30 new units created
2. Increase percentage of homeless persons staying in PH over 6 months to at least 71%.	85% retention rate
3. Increase percentage of homeless persons moving from Transitional Housing to Permanent Housing to at least 61.5%.	65%
4. Increase percentage of homeless persons employed at exit of Transitional Housing projects to at least 18%.	26%
5. Ensure that the CoC has a functional HMIS system.	100% Bed Coverage Achieved

2007 Milwaukee CoC Bed Inventory	Numeric Achievement in 12 months – 2007**
Number of Emergency Shelter Beds maintained for single persons	431
Number of Emergency Shelter Beds maintained for families	281
Number of Transitional Housing Beds Maintained for single persons	348
Number of Transitional Housing Beds Maintained for families	424
Number of Permanent Housing Beds for single individuals	415
Number of Permanent Housing Beds for families	265

\* As reported in the Milwaukee CoC 2007 Exhibit 1; Part III - CoC Strategic Planning

\*\* As reported in the Milwaukee CoC 2007 Exhibit 1; Part I – CoC Housing Inventory Charts

## 24. Matching Resources

- c. Provide specific sources and amounts of new funding used to meet match as required by 42 USC 11375(a)(1), including cash resources, grants, and staff salaries, as well as in-kind contributions such as the value of a building or lease, donated materials, or volunteer time.

PY 2007 CAPER ESG #24 response:

### Sources of Match Requirements for ESG Funds

Agency	2007 ESG Amount	Matching Funds	Source of Matching Funds
American Red Cross	26,189	26,189	CDBG
Community Advocates	48,980	48,980	CDBG
Counseling Center of Milwaukee	21,157	21,157	CDBG
Daystar Secondary Housing for Battered Women	29,514	29,514	CDBG
Family Crisis Center (SDC)	101,790	101,790	CDBG
Guest House Emergency Shelter	100,522	100,522	CDBG
HOPE House	89,526	89,526	CDBG
La Causa Family Center	30,975	30,975	CDBG
Milwaukee Women's Center	83,413	83,413	CDBG
Salvation Army	99,882	99,882	CDBG
Sojourner Truth House	54,521	54,521	CDBG
Walker's Point Youth & Family Center	23,792	23,792	CDBG
YWCA Transitional Housing	44,254	44,254	CDBG

Besides, CDBG, providers utilize a mix of local, state, federal and other resources to address the needs of the homeless, including, but not limited to: State of Wisconsin, United Way, volunteers, private donations, in-kind contributions, FEMA and Milwaukee County ESG.

## 25. State Method of Distribution

- d. States must describe their method of distribution and how it rated and selected its local government agencies and private nonprofit organizations acting as subrecipients.

PY 2007 CAPER ESG #25 response:

Not applicable to the City of Milwaukee, Wisconsin

**26. Activity and Beneficiary Data**

a. Completion of attached Emergency Shelter Grant Program Performance Chart or other reports showing ESG expenditures by type of activity. Also describe any problems in collecting, reporting, and evaluating the reliability of this information.

PY 2007 CAPER ESG #26a response:

Detailed financial information regarding ESG expenditures by type of activity are located in the HUD IDIS system. CDGA did not encounter any problems in collecting, reporting or evaluating the information.

The chart below details number of beneficiaries served through the use of ESG funds.

<b><i>Consolidated Plan Priority Goals/Objectives: Shelter &amp; Community Services for Homeless and Special Needs Populations to promote stable housing, economic self-sufficiency, personal well-being and family stability.</i></b>		
<b><i>Long-Term Outcomes: Improved Neighborhood Quality of Life, Increased Economic Vitality, Increased Property Values, Reduced Crime</i></b>		
<b>ESG-Funded Activity</b>	<b>Third Year Goal (#served)</b>	<b>Actual</b>
Emergency shelter and services for runaway and troubled youth and respite care for abused and/or neglected children	<b>1,094</b>	<b>1,109</b>
Emergency and transitional shelter and supportive services for families and individuals (includes battered spouses and their children)	<b>6,508</b>	<b>5,714</b>

b. Homeless Discharge Coordination

- i. As part of the government developing and implementing a homeless discharge coordination policy, ESG homeless prevention funds may be used to assist very-low income individuals and families at risk of becoming homeless after being released from publicly funded institutions such as health care facilities, foster care or other youth facilities, or corrections institutions or programs.
- ii. Explain how your government is instituting a homeless discharge coordination policy, and how ESG homeless prevention funds are being used in this effort.

PY 2007 CAPER ESG #26b response:

Milwaukee's discharge planning is focused on four areas: Foster Care, Health Care, Mental Health and Corrections.

**Foster Care:** In Milwaukee County, foster care is the responsibility of the Wisconsin Department of Health and Family Services, Bureau of Milwaukee Child Welfare (BMCW). Since 1999, BMCW has had an established formal protocol relative to the foster care discharge of youth reaching the age of 18. The BMCW foster care monitoring system issues an alert when a foster care child reaches the age of 15.5 years that initiates the development of a Transitional Independent Living Plan. The plan is developed by an Independent Living Case Manager in consultation with the foster child and his/her caregivers. The plan addresses educational issues including the completion of high school and post secondary education planning, development of daily living skills such as food preparation, household budgeting and money management, attention to

vocational skills acquisition and job experience, arrangements for continued access to health care, and development of a transportation plan. Most importantly for the CoC, the Transitional Independent Living Plan includes the development of a realistic, affordable, and appropriate plan to acquire and sustain stable housing. Individuals leaving the foster care system are not discharged to McKinney-Vento funded projects.

The primary provider of Independent Living services for the BMCW is Lad Lake, Inc. Lad Lake offers a program called "Connections" which focuses on the development of stable housing and permanent employment. Lad Lake, Inc. describes its services as follows: *The backbone of the services offered is to assist young adults in finding permanent employment, and obtaining reasonable living accommodations. There are also housing subsidies available for 1-2 months and funding for emergencies to those who qualify. In addition, we develop workable relationships with landlords, to secure housing options for clients in emergencies and for future use. Prior to finding housing we focus on developing the skills necessary for independent living.* These include household management, banking and money management, obtaining and maintaining employment, nutrition, health, safety, personal hygiene, leisure time, planning for future housing, along with other skills the young adults feel would benefit them. This assistance can continue for as long as the individuals feel necessary, even after they move into their own apartments. The BMCW conducts regular follow-up to insure compliance with the Transitional Independent Living Plan and to insure that contracts such as Lad Lake, Inc. achieve planned outcomes and adhere to the foster care discharge protocol. Note: The Milwaukee 2007 Point in Time Survey identified no homeless individual as having spent the previous night in a foster care setting.

**Health Care:** All Milwaukee community hospitals have established protocols for discharge planning for those individuals leaving their facilities after inpatient stays. Discharge planning addresses post-inpatient housing, particularly from the perspective of maintaining adequate continuity of care. For Milwaukee County General Assistance Medical patients, discharge from an inpatient stay includes coordination with individuals' primary care clinics which maintain responsibility for the overall coordination of care and, as necessary, the coordination of supportive services, including housing. Community Advocates, administrative coordinator of the CoC, provides housing advocacy services for individuals for whom other housing options are not available at the time of discharge. Individuals leaving Milwaukee community hospitals are not discharged to McKinney-Vento funded projects. Note: The Milwaukee 2007 Point in Time Survey identified no homeless individual as having spent the previous night in a hospital or other health care facility.

**Mental Health:** The Milwaukee County Behavioral Health Division (BHD) is responsible for providing psychiatric emergency, crisis intervention, inpatient, outpatient, targeted case management and community support services to medically indigent Milwaukee County residents. In this capacity, BHD is the primary service provider to individuals with serious mental illness who are participants in HUD-supported CoC programs including Transitional Housing, Permanent Housing, Safe Haven and Shelter + Care. BHD discharge policies insure that BHD patients are not discharged to the street or to shelter. All providers of BHD-funded inpatient and residential care (as well as community hospitals providing psychiatric care) adhere to Chapter 51 section 51.35 (5) of the State Alcohol, Drug Abuse, Developmental Disabilities and Mental Health Act. This statute, in summary, states *"the person, director or board authorized to discharge or transfer patients shall ensure that a proper residential living arrangement and necessary transition services are available and provided for the patient being discharged or transferred."* In addition to the above, CBRF's (Community Based Residential Facilities) under contract with BHD Community Services Branch follow discharge criteria outlined in HFS 83 statutes. Additionally, it is BHD policy that no person requiring long term support services can be admitted, transferred or discharged from any residential setting without BHD approval. This policy is articulated in a formal procedure that providers must follow when request discharge for a resident. The provider submits a service request form to BHD outlining the nature of the request. That request is initially reviewed by the assigned care coordinator who after review will advance the request to

the residential care services manager to review in the regularly scheduled provider operations meeting. At that meeting, a decision is made to either authorize the requested change, hold for further review or to deny the request. BHD does not authorize the discharge of persons to the streets or the shelter system; rather BHD works with providers to move persons through the residential care system to more independent living situations in a planned way. This process is documented by the BHD service utilization review process. In addition, BHD has established an in-house housing resource specialist, and has developed two crisis respite facilities to prevent homelessness in persons suffering mental health crisis, thereby preventing discharge to McKinney-Vento funded projects. Note: The Milwaukee 2007 Point in Time Survey identified no homeless individual as having spent the previous night in a psychiatric hospital or mental health facility.

**Corrections:** The State of Wisconsin Department of Corrections is responsible for discharge planning/reentry coordination for offenders returning to the community. When individuals are released through the Parole Commission, each has a plan in place which defines a specific living situation. The Milwaukee Region of the Department of Corrections has an established protocol which requires probation agents to complete a release plan for every offender. Agents receive a scheduled release notification from the state correctional facility; the agent is to verify proposed housing and confirm that the housing is adequate. If the offender has no community housing option, the local probation agent can purchase 30-60 days of housing in rooming houses or other appropriate facilities per state purchasing rules. During this temporary living placement, the agent and offender actively seek a more permanent and safe housing arrangement. Individuals placed in state mental institutions due to NGI findings (Not Guilty by Reason of Insanity) are case managed at the time of planned re-entry to Milwaukee County by Wisconsin Community Services. These individuals require defined housing as part of an approved plan that is presented to the sentencing court. The Milwaukee County Jail holds individuals serving brief sentences, e.g. 30-60 day sentences for driving after revocation, as well as individuals awaiting trial. Prisoners are released when their sentences are completed or when sentenced to serve time in a state correctional facility. Because of the short duration of jail sentences, the Sheriff's Office (which operates the Jail) does not provide discharge planning; individuals released from the Jail generally return to the living situation they had when initially incarcerated. Neither the State Department of Corrections nor the Milwaukee County Jail discharges individuals to McKinney-Vento funded projects. Note: The Milwaukee 2007 Point in Time Survey identified one homeless individual as having spent the previous night in jail or prison; this represents 0.1% of the 698 homeless individuals who responded.

## NON-HOMELESS SPECIAL NEEDS

### Non-homeless Special Needs

#### **27. Identify actions taken to address special needs of persons that are not homeless but require supportive housing, (including persons with HIV/AIDS and their families).**

PY 2007 CAPER Non-homeless Special Needs #27 response:

Persons with disabilities face challenges in accessing affordable housing. While the demand for housing within the general population is great, persons with disabilities are dually disadvantaged by economic factors and the need for special housing features. The demand for housing for the disabled exceeds the supply. Waiting lists for subsidized, barrier-free units average several years. There is a great need to increase the assistance needed by people with disabilities who rent. While there are programs for people with disabilities who are homeowners, individuals who rent do not have the options, or the options are very limited due to long waiting lists.

There is also a significant need to increase the number of Section 8 vouchers. Many subsidized complexes have opted not to renew their contract reducing the number of affordable rental units. Section 8 vouchers increase integration into the community by providing more choices to the individual with a disability.

The elderly in our community face many challenges including limited income, maintenance and repair of their homes, the need for accessible units, the need for assisted living and the desire for safe neighborhoods, transportation needs and access to social services.

The Community Development Grants Administration, in its efforts to address the accessibility needs of persons with disabilities and the special needs of the elderly, undertook the following in 2007:

**Actions undertaken in 2007:**

- ❖ Supported the construction and rehabilitation of housing units for the disabled.
- ❖ In all housing rehabilitation activities, to the extent possible, addressed any unmet needs of persons with disabilities before, during and after rehabilitation of relevant units.
- ❖ Continued the Housing Accessibility program.
- ❖ Continued programs that assist the elderly in remaining in their own homes, avoiding institutionalization.
- ❖ Continued programs that assist the elderly in accessing various supportive services (transportation, social services, etc).
- ❖ Maximized the use of elderly public housing developments.

<p><b><u>HUD Objective: Create Suitable Living Environment</u></b></p> <p><b><u>HUD Outcomes: Availability/Accessibility; Sustainability</u></b></p> <p><b><u>Consolidated Plan Goals/Objectives: Construct accessible housing units for disabled persons; support programs to reduce the poverty level of persons; support programs to assist the elderly and disabled access supportive services and remain in their homes.</u></b></p> <p><b><u>Long-Term Outcomes: Increased Economic Vitality, Improved Neighborhood Quality of Life; Reduce Crime; Increased Property Values</u></b></p>		
<b><u>CDBG Funded Activity</u></b>	<b>Third-Year Goal</b>	<b>Actual</b>
Housing units for disabled persons (#units)	5	<b>1 constructed (20 units visitable)</b>
Handicapped accessible program (#ramps)	25	12
Employment Services: Job placement/Job Training & Placement for disabled persons(#jobs)	25	27
Homecare services and access to social & other services to assist the elderly to remain in their homes (#served)	120	151

## COMMUNITY DEVELOPMENT

### Community Development Block Grant

#### **28. Assessment of Relationship of CDBG Funds to Goals and Objectives**

- a. Assess use of CDBG funds in relation to the priorities, needs, goals, and specific objectives in the Consolidated Plan, particularly the highest priority activities.

PY 2007 CAPER CDBG Assessment #28a response:

#### **Housing and Community Development: High Priority Objectives**

The Consolidated Plan's Housing and Community Development 5-Year Strategy focuses on creating viable neighborhoods and providing decent housing for community residents. The HCD Strategy established priorities in the following key areas recognizing that housing is a critical part of a viable neighborhood system which includes public safety, education, economic development, employment, business and social services.

- ❖ **Safe, Well-Maintained Neighborhoods**
- ❖ **Coordination of Public and Private Resources**
- ❖ **Homeownership**
- ❖ **Quality, affordable, decent rental housing**
- ❖ **Economy & Jobs**

The data, as presented in the 2007 CAPER Report, supports the fact that the City, through its funded activities, addressed priorities as established in the Consolidated Plan 5-Year Strategy.

As shown in **Chart A**, on the following page, the City allocated Federal funds to address priorities as outlined in the HCD Strategy.

**CHART A**

**PROGRAMS PROMOTING SAFE, WELL-MAINTAINED NEIGHBORHOODS**

<b>Consolidated Plan Priority</b>	<b>Funded Activity</b>	<b>Funding Allocations</b>	<b>Actions Undertaken</b>
<b>Blight Elimination</b>	* Acquire/Rehab/Sell; New home construction * Brownfield remediation * Land management, Demolition/Spot acquisition	In 2007, <b>\$2.6M</b> in CDBG/HOME funds was allocated to purchase private and city in-rem vacant/blighted homes for rehabilitation and sale to low/moderate owner occupants. <b>\$191,799</b> was allocated to remediate brownfields and <b>\$1.4M</b> was allocated for land management, spot acquisition/ demolition of nuisance/blighted properties	A total of <b>53</b> units were rehabbed or constructed under the Acquire/Rehab/Sell/New Construction program.  <b>9</b> properties were remediated using Brownfields funds.  Blighted properties were acquired for reuse/redevelopment under the Demolition/Spot Acquisition program.
	Commercial Rehabilitation	<b>\$150,000</b> was allocated in CDBG funds for storefront facade improvement grants and for minor/exterior repairs.	<b>4</b> facades were completed.
<b>Strengthen Milwaukee's Communities through citizen participation</b>	* Crime Prevention * Employment services * Drug house abatement * Youth diversion * Youth safe havens * Tenant training/ Assistance * Landlord training * Elderly home care * Block clubs * Health services * Neighborhood cleanups * Nuisance property abatement * Community Prosecution * Youth Employment * Weed & Seed	In 2007, the City allocated more than <b>\$4.6M</b> to nonprofit organizations for various organizing, anti-crime and quality of life initiatives to improve the quality of life for residents.	New block clubs were established; drug houses and other nuisance activities were referred for action, <b>26,630</b> youth benefited from youth programming, youth employment, safe havens and Summer Youth programs; <b>5,128</b> residents participated in neighborhood strategic planning; cleanups, crime prevention initiatives and other neighborhood improvements efforts; <b>341</b> residents were provided with employment services; <b>1,544</b> participated in landlord training and tenant assistance; <b>151</b> elderly received homecare services, helping them to remain in their homes; <b>8,773</b> received health care services.
<b>Eliminate Graffiti on Public &amp; Private Property</b>	Graffiti Abatement Program	<b>\$93,257</b> in CDBG funds was allocated to abate Graffiti on public and private property.	A total of <b>967</b> property units received graffiti abatement.  (1 unit = 100 square feet)
<b>Expand City Efforts to Combat Lead Hazards</b>	City-Wide Lead Abatement/Prevention Program	<b>\$750,063</b> in CDBG funds was allocated for lead abatement/prevention efforts	<b>564</b> properties received lead prevention/ abatement/ services.

Source: 2007 CDGA Program Files

b. Evaluate progress made toward meeting goals for providing affordable housing using CDBG funds, including the number and types of households served.

PY 2007 CAPER CDBG Progress Evaluation #28b response:

### **Development and Maintenance of Affordable Rental Housing**

During 2007, HACM maintained and redeveloped its low rent public housing portfolio. HACM completed the construction of the Cherry Court midrise with fully accessible apartments for elderly and disabled residents and 24 off-site single-family homes in conjunction with the Scattered Sites HOPE VI redevelopment program.

HACM also continued cooperation agreements with several agencies to expand access to, and utilization of, the Section 8 Housing Choice Voucher rental assistance program and paid private landlords participating in this program.

### **Housing Authority Homeownership Initiatives**

During 2007, HACM administered a number of highly successful programs to assist public housing residents and Section 8 program participants achieve economic self-sufficiency and homeownership. Through its initiatives, HACM continued to provide significant opportunities for its program clients to move to private unsubsidized housing.

HACM continued and expanded its highly successful Section 32 (formerly 5h) homeownership program which allows families assisted through HACM's low rent public housing program to purchase a scattered site, single-family home from the Housing Authority.

HACM also continued to offer Section 8(y) Homeownership Options for participants in the Section 8 Housing Choice Voucher Program. Through this program 103 families have become homeowners by applying their housing assistance payment to the mortgage of a single-family home. More than 1000 families applied for this program, which was implemented in March 2002.

In addition to these efforts, various CDBG/HOME-funded programs support the development and maintenance of affordable rental units for large families, such as:

### **Acquire/ Rehab/ Sell/New Home Construction**

CDBG/HOME funds were allocated for this program which acquired, rehabilitated and sold houses to low income families as part of a comprehensive and targeted neighborhood initiative. Distressed properties that were slated for demolition were rehabilitated for income eligible homebuyers. Working with non-profit CDBG and HOME-funded groups, the City allowed these operators first priority at selected, tax-foreclosed properties for a nominal cost, generally not exceeding \$500. Properties renovated by funded non-profits were made available to low to moderate income buyers at the after rehab market value of the property. With the City absorbing the gap between the after rehab appraisal and the cost of development, renovated properties were made available and affordable for income eligible persons.

### **Neighborhood Improvement Programs (NIPs)**

In 2007, CDGA and the Department of Neighborhood Services partnered with community organizations to operate Neighborhood Improvement Programs (NIPs). These programs provided direct housing rehab services to abate building code violations for very low and extremely low-income owner occupants in the CDBG target area.

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### **Rental Rehabilitation Loan Program**

Provides forgivable loans to landlords for the rehabilitation of rental units occupied by low and moderate income households.

### **American Dream Downpayment Initiative**

During 2007, the City of Milwaukee continued the administration of the American Dream Downpayment Initiative (ADDI) utilizing its 2007 grant award of \$105,007. The ADDI program aims to increase the homeownership rate among low income and minority households by providing downpayment, closing costs and rehabilitation assistance to eligible first-time homebuyers with incomes below 80% of the area median income. Funding was provided to Select Milwaukee, who was designated the lead agency of a consortium of six homebuyer counseling agencies. The program continues to be a success with the consortium utilizing all 2007 funds to help low-income persons own their own home.

### **Homebuyer Counseling Programs**

A total of **\$300,000** was allocated for homebuyer counseling and other homebuyer assistance activities which resulted in **203** mortgage loan closings for *first-time* low income homebuyers. Besides pre-purchase counseling and mortgage loan assistance, funded agencies provided budget counseling and assistance with credit repair.

### **Buy in Your Neighborhood Program**

Assists neighborhood owner occupants in purchasing rental properties in their neighborhood. Properties must be code compliant and meet rent and tenant income restrictions so as to be affordable to low and moderate income families.

**Successful innovative programs** - such as Landlord/Tenant Training, Property Management Training, aggressive Receivership actions, Drug and Nuisance Abatement programs, Mediation programs, Safe Streets Now and the Department of Neighborhood Services' aggressive Code Enforcement program.

## HOME OWNERSHIP AND RENTAL HOUSING PROGRAMS

<i><b>HUD Objective: Provide decent, affordable housing; HUD Outcome: Affordability</b></i>		
<i><b>Consolidated Plan Objectives: Improve Milwaukee's Housing Stock; Develop &amp; Maintain Affordable, Quality, Decent Owner-Occupied and Rental Housing Units</b></i>		
<b>CDBG and HOME Funded Activities</b>		<b>Actions Undertaken in 2007</b>
<b>Owner Occupied Neighborhood Improvement Projects</b>	These programs provided forgivable loans to low-income homeowners for home repair work. In 2007, over <b>\$4.3M</b> in CDBG and HOME funds was allocated.	<b>252</b> units in need of major repair were brought into compliance with City building codes.
<b>Housing Production (Acquire/Rehab/ Sell, New Construction)</b>	The Housing Production programs acquired abandoned or distressed properties, rehabbed them and resold them to owner occupants. The program included a home-ownership training component that included finance, budgeting, home owner's insurance and home maintenance. In 2007, <b>\$2.6M</b> in CDBG/HOME funds was allocated to this initiative.	<b>51</b> units of housing were constructed and/or rehabbed.
<b>FRESHSTART/YouthBuild Housing Construction Program</b>	This program provides on-site housing construction and rehabilitation training and work experience, off-site academic classes and supportive services for at-risk young people. Four non-profit community-based agencies were funded to undertake this program, which is currently underway. A total of <b>\$662,733</b> was allocated to the program in 2007.	<b>2</b> units of housing were constructed.
<b>Rental Rehabilitation</b>	This program provides forgivable loans to landlords for rehab of rental units occupied by low/moderate income households. A total of <b>\$437,600</b> was allocated to the program in 2007.	<b>96</b> rental rehab units were completed.
<b>American Dream Downpayment Initiative</b>	A total of <b>\$105,007</b> in HOME funds was allocated to this project which provides downpayment and closing cost assistance for first time homebuyers.	<b>38</b> households were assisted.
<b>Homebuyer Counseling</b>	In 2007, <b>\$300,000</b> in CDBG funds was allocated to assist first-time homebuyers.	<b>203</b> first-time home buyers closed on loans.
<b>Fair Housing &amp; Fair Lending programs</b>	A total of <b>\$174,000</b> in CDBG funds was allocated to address discriminatory housing and lending practices in Milwaukee.	<b>417</b> fair housing/fair lending complaints were investigated.
<b>Problem Property Receivership Program</b>	This program addressed nuisances in properties, such as drugs, prostitution, property damage etc. For severe cases, the City initiated court action to enable a receiver to take control of the property, abated the nuisances and corrected dangerous and defective conditions. In 2007, <b>\$82,833</b> in CDBG funds was allocated.	<b>358</b> complaints about nuisance properties were inspected for action and resolution.
<b>Landlord/Tenant Programs</b>	A total of <b>\$300,033</b> was allocated to train landlords on being a good landlord and effective property management. Tenants received training through tenant training seminars and were assisted with rent withholding/abatement.	<b>1,149</b> landlords participated in the Landlord Training Program. <b>1,382</b> residents participated in the Tenant Assistance Program.

Source: 2007 CBGA Program Records

c. Indicate the extent to which CDBG funds were used for activities that benefited extremely low-income, low-income, and moderate-income persons.

PY 2007 CAPER CDBG LMI Benefit #28c response

CDBG funds, as allocated by the City, were used exclusively for the following three National Objectives:

- ❖ Benefiting low and moderate income persons;
- ❖ Addressing slums or blight, or;
- ❖ Meeting a particularly urgent community development need.

The Community Development Grants Administration complied with the overall benefit certification.

**29. Changes in Program Objectives**

**a. Identify the nature of and the reasons for any changes in program objectives and how the jurisdiction would change its program as a result of its experiences.**

PY 2007 CAPER CDBG #29 response:

The Community and Economic Development Committee, which is the official oversight body governing Federal Block Grant funds, adopted the 2007 Funding Allocation Plan on July 25, 2006, which determined the various 2007 funding categories. Funding recommendations were subsequently approved by the Community and Economic Development Committee on October 17, 2006 and ratified by the Milwaukee Common Council and Mayor Tom Barrett.

**2007 FUNDING ALLOCATION PLAN**

**Community Development Policies and Outcomes**

Policies	Outcomes
Produce Visible Economic Vitality	More Private Sector Investment
Promote Clean and Safe Neighborhoods	Reduce Crime
Provide Decent, Safe and Affordable Housing	Increase Property Values and Create Neighborhood Stability; Increase Homeownership
Develop a Skilled and Educated Workforce	Skilled/Competitive Regional Workforce
Reduce Duplication of Services	Increased collaborations with the public and private sectors
Serve Low/Moderate Income Persons	Improve Quality of Life

## 2007 Community Development Funded Activities

<ul style="list-style-type: none"> <li>❖ Employment Services(job placement &amp; job training &amp; placement)</li> <li>❖ Community Organizing/Neighborhood Strategic Planning/Crime Prevention</li> <li>❖ Large Impact Developments</li> <li>❖ Community Prosecution Unit</li> <li>❖ Vacant lot maintenance/demolition/ redevelopment</li> <li>❖ Economic Development</li> <li>❖ Youth Services</li> <li>❖ Summer Youth Internship</li> <li>❖ Senior Services</li> <li>❖ Homebuyer Counseling</li> <li>❖ Homeless Shelters</li> <li>❖ Milwaukee AIDS Initiative</li> <li>❖ Housing Opportunities for Persons with AIDS(HOPWA)</li> <li>❖ Housing (Rental rehabilitation, Acquire/ Rehab/Sell, New construction, Neighborhood Improvement Program(NIP), Owner-occupied rehab, Minor Home Repair, Tool Loan, Home Source)</li> <li>❖ Graffiti Abatement</li> <li>❖ Façade Improvements</li> <li>❖ Health Services</li> <li>❖ Rat Infestation Abatement</li> <li>❖ Lead Based Paint Prevention/Abatement</li> </ul>	<ul style="list-style-type: none"> <li>❖ Landlord Training</li> <li>❖ Code Enforcement</li> <li>❖ Fire Prevention &amp; Education (FOCUS)</li> <li>❖ Tenant Assistance</li> <li>❖ Technical Assistance for community-based agencies</li> <li>❖ Receivership of Nuisance properties</li> <li>❖ Fair housing/fair lending/enforcement &amp; education</li> <li>❖ Brownfield Initiatives</li> <li>❖ Neighborhood Cleanups</li> <li>❖ Mainstreets program</li> <li>❖ Renewal Communities</li> <li>❖ Environmental Planning &amp; Review</li> <li>❖ Historic Preservation</li> <li>❖ COMPASS(data services for cbos)</li> <li>❖ Community Outreach &amp; Technology Center</li> <li>❖ Housing Accessibility Program</li> <li>❖ Retail Investment Fund</li> <li>❖ American Dream Downpayment Initiative(ADDI)</li> </ul>
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**In addition, the following priorities were adopted:**

- ❖ Streamline the process, making it more “customer friendly.”
- ❖ The City will consider the goals and objectives established in the CDGA Consolidated Strategy and Five Year Plan and the City of Milwaukee’s Citywide Strategic Plan in setting the priorities and goals for 2007 funding.
- ❖ The Community and Economic Development Committee and the Milwaukee Common Council will approve the strategic issues and goals corresponding to the allocation of federal grant funding.
- ❖ Establish a balanced decision-making process including neighborhood residents, business entities and other stakeholders, subrecipients, community-based organizations and elected officials.
- ❖ Maintain the creation of new and vibrant economic engines such as the Retail Investment Fund, Large Impact Development projects and the Milwaukee Mainstreet Program.
- ❖ In the Job Training & Placement categories, place a high emphasis on skilled trades training.

- ❖ New policies and procedures for housing activities; technical assistance to CHDOs, allow CHDOs to use CHDO operating proceeds to increase capacity and help provide agency operating capital.

**30. Assessment of Efforts in Carrying Out Planned Actions**

- a. Indicate how grantee pursued all resources indicated in the Consolidated Plan.
- b. Indicate how grantee provided certifications of consistency in a fair and impartial manner.
- c. Indicate how grantee did not hinder Consolidated Plan implementation by action or willful inaction.

PY 2007 CAPER CDBG #30 response:

**(a)** The City of Milwaukee pursued all resources that it indicated it would pursue and was successful in obtaining the following grants: High Intensity Drug Trafficking Areas (HIDTA), Housing Opportunities for Persons with AIDS, Weed & Seed-Historic Clarke Square and Milwaukee Gang Reduction Grant Juvenile Accountability Block Grant.

**(b)** The City provided certifications of consistency for HUD programs in a fair and impartial manner, in connection with the following applications by other entities:

**2007 - Certifications of Consistency with the Consolidated Plan**

Applicant	Project	Federal Program
United Community Center	UCC First Time Bilingual Homeownership program	HUD-Housing Counseling Program
Metropolitan Milwaukee fair Housing Council	Fair Housing Initiative program (EOI)	RC/EZ/EC-II (Milwaukee Enterprise Community)
City of Milwaukee Health Department	Healthy Homes Demonstration Project	Healthy Homes Demonstration Project
Sci-Tech Development, Inc.	SDI Housing Counseling Services in Milwaukee	HUD-Housing Counseling Program
Friends of Housing Corporation	Harambee LEAP Program	Operation Lead Elimination Action Program
Housing Authority of the City of Milwaukee	Housing Choice Voucher Family Self Sufficiency	Housing Choice Voucher Family Self Sufficiency
Housing Authority of the City of Milwaukee	Milwaukee Public Housing Family Self Sufficiency Program	Public Housing Family Self Sufficiency Program

Housing Authority of the City of Milwaukee	Milwaukee ROSS Family & Ownership Program	ROSS Family & Homeownership Program
Friends of Housing Corporation	Milwaukee ROSS Elderly & Persons with Disabilities Program	ROSS Elderly & Persons w/Disabilities Program
Arlington Court Resident Organization	Arlington Court ROSS Program	ROSS Elderly & Persons w/Disabilities Program
Highland Park Resident Organization	Highland Park ROSS Program	ROSS Elderly & Persons w/Disabilities Program
No Middle Ground, NMG	YouthBuild	YouthBuild Program
Community Advocates	Stable Housing for Individuals with Disabilities	Continuum of Care Supportive Housing Program
Community Advocates	MWC Second Stage Services	Continuum of Care Supportive Housing Program
Community Advocates	Protective Payment for Families & Individuals	Continuum of Care Supportive Housing Program
HOPE House of Milwaukee	Milwaukee CoC HMIS Project	Continuum of Care Supportive Housing Program
HOPE House of Milwaukee	Milwaukee CoC HMIS Project (Renewal Project)	Continuum of Care Supportive Housing Program
HOPE House of Milwaukee	Transitional Housing Project	Continuum of Care Supportive Housing Program
HOPE House of Milwaukee	Supportive services to SRO Housing	Continuum of Care Supportive Housing Program
Salvation Army	Respite Care Case Management	Continuum of Care Supportive Housing Program
YWCA of Greater Milwaukee	Transitional Housing Program (AODA-Security)	Continuum of Care Supportive Housing Program
YWCA of Greater Milwaukee	Transitional Housing Program (CHANGE)	Continuum of Care Supportive Housing Program
Milwaukee County Behavioral Health Division	My Home Housing Program	Continuum of Care Shelter Plus Care Program
Milwaukee County Behavioral Health Division	Safe Havens Project	Continuum of Care Supportive Housing Program
Milwaukee County Behavioral Health Division	Milwaukee County/Mercy Housing Shelter	Continuum of Care Shelter Plus Care Program
St. Catherine Residence	Permanent Housing for Homeless Women with a disability	Continuum of Care Supportive Housing Program
Walker's Point Youth & Family Center	Transitional Living Program for Homeless Youth	Continuum of Care Supportive Housing Program
Walker's Point Youth & Family Center	Transitional Living Program for Homeless Youth(Case Management)	Continuum of Care Supportive Housing Program
Matt Talbot Recovery Center	Transitional Development Project	Continuum of Care Supportive Housing Program
Meta House, Inc.	Meta House Transitional Housing-Phase I	Continuum of Care Supportive Housing Program
Meta House, Inc.	Meta House Transitional Housing-Phase II	Continuum of Care Supportive Housing Program

Meta House, Inc.	Meta House Transitional Housing-Phase III	Continuum of Care Supportive Housing Program
Health Care for the Homeless	<b>FAITH I</b> (Family Assistance in Transition from Homelessness)	Continuum of Care Supportive Housing Program
Health Care for the Homeless	<b>FAITH II</b> (Family Assistance in Transition from Homelessness)	Continuum of Care Supportive Housing Program
My Home, Your Home, Inc.	Lissy's Place	Continuum of Care Supportive Housing Program
Community Relations-Social Development Commission	Homeless Family Friends Program	Continuum of Care Supportive Housing Program
Community Relations-Social Development Commission	Transitional Living Center Program	Continuum of Care Supportive Housing Program
American Red Cross	Autumn West Safe Haven	Continuum of Care Supportive Housing Program
Center for Veterans Issues	VOID Exchange Project	Continuum of Care Supportive Housing Program
Center for Veterans Issues	Project Outreach	Continuum of Care Supportive Housing Program
Community Development Partners, Inc.	Project Restore-Permanent Housing	Continuum of Care Supportive Housing Program
Community Development Partners, Inc.	Project restore-Transitional Housing	Continuum of Care Supportive Housing Program
Guest House of Milwaukee, Inc.	Permanent Housing Project	Continuum of Care Supportive Housing Program
Guest House of Milwaukee, Inc.	Permanent Housing Project-NEW	Continuum of Care Supportive Housing Program
Guest House of Milwaukee, Inc.	Transitional Housing-Homelinc 1	Continuum of Care Supportive Housing Program
Guest House of Milwaukee, Inc.	Permanent Housing-Homelinc 3	Continuum of Care Supportive Housing Program
Guest House of Milwaukee, Inc.	Permanent Housing-Homelinc 3C	Continuum of Care Supportive Housing Program

**(c) The City of Milwaukee did not hinder Consolidated Plan implementation by action or willful inaction.** Information provided in the 2007 CAPER shows that the City of Milwaukee did not hinder Consolidated Plan implementation by action or willful inaction.

**31. For Funds Not Used for National Objectives**

- a. Indicate how use of CDBG funds did not meet national objectives.
- b. Indicate how use of CDBG funds did not comply with overall benefit certification.

PY 2007 CAPER CDBG #31 response:

**Three National Objectives** - Compliance with the overall benefit certification-CDBG funds, as allocated by the City, were used exclusively for the following three National Objectives:

- ❖ **Benefiting low and moderate income persons;**
- ❖ **Addressing slums or blight, or;**
- ❖ **Meeting a particularly urgent community development need.**

The Community Development Grants Administration complied with the overall benefit certification.

**32. Anti-displacement and Relocation – for activities that involve acquisition, rehabilitation or demolition of occupied real property**

- a. Describe steps actually taken to minimize the amount of displacement resulting from the CDBG-assisted activities.

PY 2007 CAPER CDBG # 32a response

(a) The use of CDBG and HOME funds can trigger relocation in two types of acquisition: housing production administered by CBOs and acquisition of properties by the Redevelopment Authority of the City of Milwaukee. In the administration of its Housing Production Program, the City of Milwaukee minimizes the potential for displacement by requiring that only vacant properties be acquired. To ensure compliance with the URA, agencies must have a relocation strategy approved by the Department of City Development’s Relocation Specialist, even though no relocation will occur.

Spot acquisition and Acquire/Rehab/Sell activities have been restricted to vacant lands, eyesores and property that is suitable for rehabilitation. In 2007, there were no displacements from these activities.

**b. Describe steps taken to identify households, businesses, farms or nonprofit organizations that occupied properties subject to the Uniform Relocation Act or Section 104(d) of the Housing and Community Development Act of 1974, as amended, and whether or not they were displaced, and the nature of their needs and preferences.**

PY 2007 CAPER CDBG #32b response:

Not applicable to the City of Milwaukee, Wisconsin

**c. Describe steps taken to ensure the timely issuance of information notices to displaced households, businesses, farms, or nonprofit organizations.**

PY 2007 CAPER CDBG # 32c response

All agencies are required to provide an addendum to the offer to purchase which states (1) that the agency is negotiating in the open market, does not have the power of eminent domain, and is unable to acquire the property in the event negotiations fail to result in an amicable agreement; and (2) what the agency believes to be fair market value of the property. Additionally,

the Seller is required to provide a statement indicating that they agree to keep the property vacant.

**33. Low/Mod Job Activities – for economic development activities undertaken where jobs were made available but not taken by low or moderate-income persons.**

a. Describe actions taken by grantee and businesses to ensure first consideration was or will be given to low/mod persons.

PY 2007 CAPER CDBG #33a response:

As part of the signed CDGA contract with agencies funded under the category of *Special Economic Development – Business Assistance*, the CDGA-funded agency agreed to the following terms which are outlined in a Special Economic Development Business Assistance Agreement which states: *"Provide economic development assistance to the named for-profit business; the level of assistance to be provided to the business will be appropriate per permanent jobs to be created or per training and placement of individuals in jobs; it will adhere to all applicable Federal Regulations and City Policies in providing economic development assistance to the business named in this agreement.*

*The for-profit business named herein, in exchange for the Economic Development assistance, agrees to give first consideration to the hiring of low to moderate income persons according to the guidelines provided by the U.S. Department of Housing and Urban Development. The Business will honor its commitments and responsibilities under this agreement to **create the following jobs, prior to CDGA assistance being provided, to be held by or made available to at least 51% low to moderate income persons** and to obtain and provide the CDGA- funded agency with the following information on all persons considered and/or hired as a result of this assistance: income, race/ethnicity, job title information and an employer generated document showing wages earned and period of earnings. (It is fully understood by all parties to this agreement that the business will have the right to determine the qualifications for employment)."*

In addition, CDGA funded several special economic development and job placement projects, some of which included training components which addressed special skills, experience or educational needs necessary for job creation and/or placement.

Funded subrecipients did not encounter and report any situations where jobs made available to low-moderate income persons were refused by them.

**b. List by job title of all the permanent jobs created/retained and those that were made available to low/mod persons.**