



Second Program Year

CONSOLODATED ANNUAL PERFORMANCE & EVALUATION REPORT(CAPER)

DRAFT

GENERAL

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 Annual Action Plans.

Most activities conducted in 2006 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.

Geographic Distribution: The geographic distribution for these entitlement funds, with the exception of HOPWA funds, is the Neighborhood Revitalization Strategy Areas (NRSA's). 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.

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**

CDGA's funding in 2006 was targeted to areas of greatest need, namely the Neighborhood Revitalization Strategy Areas (NRSAs), which based on the 2000 Census, 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. The major emphasis is 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.

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 2006 included integrating crime prevention into a variety of city services and capital improvements, expanding the city's aggressive efforts to combat lead hazards and continuing to support City efforts to eliminate graffiti.

The City's **Anti-Poverty Strategy** emphasizes jobs and job creation. City departments utilized a variety of tools in 2006 to work cooperatively with the non-profit sector and the business community to leverage employment and economic activity in the City. In addition, in 2006, the City continued the successful Summer Youth Internship Program which utilized Federal funds to provide internship positions in City government for **149** 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 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 projects. This strategy was evidenced in the establishment 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 2006, four Mainstreet Districts were funded to engage in these activities.

In 2006, the City undertook activities as defined in the Housing Strategy in the Five Year Consolidated Plan. These activities included expanded homeownership opportunities and access to affordable housing for all residents, the elimination of blighted structures, the sale and redevelopment of vacant lots, property surveys, 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 was established in 2006 and funding sources were approved by the Common Council and Mayor.

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 2006: 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, 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 2006 were designed to use a comprehensive 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.

I. GENERAL QUESTIONS

1. Assessment of the one-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.
- c. If applicable, explain why progress was not made towards meeting the goals and objectives.

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 2006 Annual Action Plan identifies the following high priorities:

- ❖ Improve Milwaukee's housing stock; provide affordable, quality and decent owner-occupied and rental housing.
- ❖ Eliminate poverty by supporting job creation and business expansion efforts through innovative economic development.
- ❖ Continue aggressive blight elimination efforts.
- ❖ Support active citizen participation in crime prevention, monitoring problem properties and in organizing efforts to improve the quality of life for residents.
- ❖ Integrate crime prevention and blight elimination efforts into city services and capital improvements.
- ❖ Expand the City's aggressive efforts to combat lead hazards through collaboration with existing housing programs.
- ❖ Continue City efforts to eliminate graffiti on public and private property.

In 2006, **\$14.9** 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 **568** units of direct housing and rehab activities. Other housing-related activities resulted in the following: homebuyer counseling programs assisted **201 first-time** homebuyers in closing home mortgage loans and **263** households received minor home repairs to their properties, furthering stability in Milwaukee's neighborhoods. In addition to these activities, **1,407** property units received graffiti abatement, **12** wheelchair ramps were installed and **1,727** landlords received training on effective property management. Various types of tenant assistance, including tenant training, were provided to **1,255** persons; **314** households participated in the tool loan program and **188** received building materials for minor home improvement projects.

In 2006, approximately **\$4** 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, youth programming, safe havens, truancy abatement and services for the elderly.

The 2006 accomplishments related to anti-crime activities involved **8,933** 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, **37,458** youth benefited from a variety of youth employment 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.

Other neighborhood improvement initiatives undertaken in 2006:

Community Justice Centers – This program fosters community partnerships involving residents, community-based organizations, schools, churches, businesses, law enforcement, corrections and others. Community Justice Centers help ex-offenders transition back into neighborhoods and assist youth and families improve their quality of life by helping to instill community pride. The following services were offered by the program: community-based corrections and law enforcement work stations, education and employment services, alcohol and drug counseling, restorative justice, health and wellness education, family therapy, social service referrals, housing advocacy, domestic violence intervention and Safe and Sound youth initiatives. A total of **\$123,000** was allocated to this program and **1,096** persons were served in 2006. In addition, mental health and AODA services were provided by the New Concept Self-Development Center to persons utilizing the justice centers.

Proactive Rat Infestation – A total of **\$38,444** was allocated to inspect properties for rat infestation and **2,597** 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 2006 and **1,498** dumpsters were placed for waste removal and neighborhood cleanups.

Summer Youth Programs – A total of **\$100,000** was allocated in Summer Youth Mini-Grants to 20 community based agencies to provide recreational, educational, employment and other services for **2,536** youth.

Summer Youth Internship Program – In 2006, the City allocated **\$300,000** to enable **149** 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 six weeks and were connected to the real-life world of work. Team leaders were hired to mentor the interns who also received four hours of training each week on personal and professional development. The program was so successful that funding was allocated to continue the program in 2007.

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. This initiative 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 2006, 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.

Operation Safe Neighborhoods - The Milwaukee Police Department focused its efforts to reduce crime and improve the quality of life of residents in high crime areas. The MPD responded to calls for service from residents and businesses related to violent crimes, drug activity, firearms and possible outstanding city and state warrants for probation & parole violations. During this process, the MPD also made tavern checks and responded to problems at area schools. A total of **\$350,000** was allocated to this project which responded to **737** calls from residents.

FOCUS & Fire Prevention – A total of **\$255,000** was allocated to provide free smoke detectors and other social services for **1,519** 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 **\$610,803** was allocated and **5,389** persons were served.

In 2006, 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 **11,354** 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, brownfields remediation, neighborhood cleanups and jobs. In addition, **66** 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 **384** clients to resolve housing and lending discrimination complaints.

b. Provide a breakdown of the CPD formula grant funds spent on grant activities for each goal and objective.

Report is in progress and will be forthcoming.

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

Not Applicable.

d. Describe the manner in which the recipient would change its program as a result of its experiences.

See pages 73,74.

e. Affirmatively Furthering Fair Housing:

- a. Provide a summary of impediments to fair housing choice.
- b. Identify actions taken to overcome effects of impediments identified.

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
- ❖ Racial steering
- ❖ Appraisal practices

b. 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.

Utilization of Strengthened 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. While fair housing advocates suggest that the law is still not substantially equivalent to federal law, which provides for legal representation of both complainants and respondents, or state law which encompasses all dwellings (including those owner occupied), it is an effective law that is superior to prior fair housing ordinances.

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.

Fair Housing Programs

The **Metropolitan Milwaukee Fair Housing Council (MMFHC)** received a total of **\$124,000** in 2006 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 **302** fair housing and fair lending discrimination complaints in 2006. MMFHC conducted 33 fair housing/fair lending presentations reaching 1219 people through civic, business, educational, neighborhood, religious and housing industry groups. In addition, 3 fair housing educational seminars were conducted by MMFHC in which 60 persons were in attendance, including real estate professionals, landlords, tenants, homeowners and prospective homebuyers. There were also 140 community outreach contacts by MMFHC staff.

MMFHC's Counseling and Investigative Services Program investigated allegations from 137 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.

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 60 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: Housing Resources Inc., Sherman Park Community Association, Metcalfe Park Neighborhood Association, Habitat for Humanity, Meta House, and the Wisconsin Women's Business Initiative Corp., to lenders who participate in the Community Development Alliance; and a variety of classes at UW-Milwaukee, Marquette University, Alverno College and Cardinal Stritch College. Additionally, presentations were given to groups such as Calvary Baptist Church, 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 1041 occasions, and technical assistance to representatives of government, civic and industry groups and private individuals on 60 occasions throughout 2006. Accessing and networking with individuals and groups throughout the community was also an essential component of MMFHC's outreach activities as 140 such contacts were made in 2006.

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 provide 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 2006: fair lending and fair growth / affordable housing. During 2006, CED continued to staff and facilitate *Strategies to Overcome Predatory Practices* (STOPP), a comprehensive countywide approach to identifying and eliminating predatory lending in Milwaukee County.

The Fair Lending Specialist answered calls from a predatory lending hotline located at MMFHC's office, made referrals for non-predatory issues and investigated 165 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). The Fair Lending Specialist 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.

STOPP's 2006 research activities, performed mostly by staff from MMFHC, the Nonprofit Center of Greater Milwaukee, the National Community Reinvestment Coalition and the Milwaukee County Sheriff's Department, continued to help document the predatory lending problem in Milwaukee County. Together, they have compiled, mapped, and studied lending and foreclosure data for trends and ways to track subprime lender activities.

During 2006, CED staff convened a citywide group of nonprofit agency staff who work on affordable housing and community economic development issues called the CRA Caucus. The CRA Caucus meets periodically to collectively find ways to encourage lenders to live up to their commitments under the Federal Community Reinvestment Act (CRA). Other CRA-related advocacy included several letters to Federal regulators, commenting on proposed changes in the way that the Community Reinvestment Act is implemented. During 2006, the CED director also continued to serve as an active participant on the City's Convenient Lending Task Force.

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 2006 successes include:

1. Legal Aid Society won a significant victory in the Wisconsin Supreme Court, ***Wisconsin Auto Title Loans v. Kenneth Jones***, 2006 WI 53, issued on May 25, 2006. The Supreme Court ruled that a mandatory arbitration clause contained in the loan agreement required by Wisconsin Auto Title Loans was unconscionable and void. This victory for consumers will have a dramatic impact on the ability of consumers to raise defenses to collection actions brought by pay day lenders, auto title lenders and other predatory lenders. This case is now returned to the Milwaukee County Circuit court for further proceedings in a class action which is estimated to positively impact thousands of Milwaukee residents sinking financially under the burden of

these high cost, predatory loans with interest rates that can exceed 500% per year.

2. Legal Aid Society has filed two class actions against a payday lender - one challenges the illegal collection practices of a Milwaukee collection law firm and the other the predatory lending practices of the payday lender. These class action lawsuits certainly will have a positive impact on thousands of Milwaukee residents who are victims of this payday lender and the law firm retained to do its collection work.

3. Legal Aid Society continues to provide direct representation to clients who are victims of predatory mortgage lending practices and mortgage foreclosure rescue scams. In 2006, Legal Aid opened 83 new cases and successfully settled or otherwise resolved matters for 33 clients (21 black, 9 white, one Hispanic, one Asian and one Native American), obtaining settlements in cash or other actual economic value in excess of \$400,000 for clients, as follows:

- Renegotiation of a mortgage note from 12% variable-rate mortgage to a 6% fixed rate and a reduction in the principal balance of the mortgage loan. The client now can afford the monthly mortgage payments and can stay in her home.
- Rescission of predatory mortgage notes for several clients, including one in which the principal balance of \$50,000 was reduced to less than \$39,000. The client was then able to refinance out of a high interest, adjustable-rate mortgage into a fixed-rate, 6.5% loan with an affordable monthly payment. In addition, the client received a \$15,000 cash settlement from the mortgage broker who profited by putting her into the predatory loan.
- An award of cash damages for trespass by a mortgage company into the client's home.
- Saving a family's home which was sold at sheriff's sale in a foreclosure action against prior owner due to the gross negligence of 2 title companies which handled the closing.
- Restoring the financial well-being of a client who had been twice victimized - first by an unscrupulous property flipper and then by a predatory mortgage lender. A favorable mortgage pay-off was negotiated and the repurchase of the property by the property flipper.
- Taking on mortgage servicing companies which routinely fail to properly post borrowers' payments; misapply and miscalculate escrow account payments and balances; and charge improper and illegal fees. Legal Aid has been successful in reinstating these loans, correcting mortgage accounts and obtaining money damages for clients.
- In two cases, Legal Aid was successful in getting predatory property flippers to release fraudulent second mortgages, allowing clients to refinance into affordable, non-predatory loans.

4. Legal Aid has identified a growing area of mortgage fraud, commonly referred to as "mortgage foreclosure rescue scams" and represents an increasing number of victims of these scams who have had the equity in their homes stolen. Legal Aid has filed three lawsuits against this new form of predator and is in the process of preparing several more cases for filing and is

also working in conjunction with law enforcement and criminal prosecutors to stop these fraudulent practices from continuing in Milwaukee.

5. Legal Aid continues to provide direct representation to Milwaukee residents who are in foreclosure or facing imminent foreclosure, working with them to raise valid defenses to foreclosure; to find solutions allowing them to remain in their homes, such as a workout plan or Chapter 13 bankruptcy; or, if saving the home is not possible, to maximize the equity they can take from their homes.

Legal Aid Society received recognition of its' efforts to combat predatory lending practices in Milwaukee when Attorney Catherine M. Doyle was named a Wisconsin Leader in the Law for 2006 by the *Wisconsin Law Journal*. The other biggest accomplishment was Wisconsin Supreme Court's decision in ***Wisconsin Auto Title Loans, Inc v. Kenneth M. Jones*** which was briefed and argued by Attorney Peter Koneazny.

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 Milwaukeans from unwarranted foreclosures, repossessions and judgments, Legal Aid Society continues to promote the economic vitality of the City of Milwaukee.

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 2006, **\$809,000** 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.

Emerging Business Enterprise Program

The City's Department of Administration operates the *Emerging Business Enterprise Program* which administers a Revolving Loan Pool of working capital for existing businesses in the City of Milwaukee. In 2006, **3**(three) businesses utilized the EBE Loan Pool, resulting in **14** new job creations and **85** minority and women-owned businesses were assisted with completing and or renewing their certifications, improving their ability to bid on City, County and other contracts.

Homebuyer Counseling & Other Homebuyer Assistance Activities

A total of **\$300,000** was allocated for homebuyer counseling and other homebuyer assistance activities which resulted in **201** 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

2006 Block Grant Awards used to Reduce Housing Impediments	
CDBG Funded –Activity	2006 Allocation
Community Organizing/Crime Prevention/NSP	\$809,000
Home Buying Counseling Program & Homebuyer Assistance Activities	\$300,000
Emerging Business Enterprise Program	\$240,472
Metropolitan Milwaukee Fair Housing Council /Legal Aid Society	\$174,000
TOTAL	\$1,523,472

Source: 2006 CBGA Program Records

d. Describe Other Actions in Strategic Plan or Action Plan taken to address obstacles to meeting underserved needs.

Actions addressing obstacles to meeting under-served needs

The City of Milwaukee engaged in the following initiatives in 2006:

- ❖ 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.
- Improved coordination between economic development agencies and social service providers to target social service and other resources to residents.

e. Leveraging Resources

- a. Identify progress in obtaining "other" public and private resources to address needs.
- b. How Federal resources from HUD leveraged other public and private resources.
- c. How matching requirements were satisfied.

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 2006, the High Intensity Drug Trafficking Areas (HIDTA) program was again funded in 2006 to compliment similar CDBG-funded activities.

Managing the Process

1. Describe actions taken during the last year to ensure compliance with program and comprehensive planning requirements.

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 2006 were ratified by the Milwaukee Common Council and the Mayor. In 2006, 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.

Participation and Consultation: The *2005-2009 Consolidated Plan* was developed through a collaborative process involving a task force of representatives from numerous entities such as housing, youth, homeless, persons with HIV/AIDS, economic development and jobs, City departments, residents and others from the private sector. Task Force Members are:

<u>Name</u>	<u>Organization</u>
Tyrone Dumas	Milwaukee Public Schools
Corrie Fulwiler	Richard's Place-Waukesha
George Kaseroff	AIDS Resource Center of Wisconsin
Glen Lewinski	Waukesha County CDBG
Theodore Lipscomb	West End Development Corporation
Peter Maier	UWM Center for Urban Initiatives
Bobbi Marsells	City of Milwaukee-Housing Authority
Amy Murphy	City of Milwaukee-Health Department
Stephen Percy	UWM-Center for Urban Initiatives
Eric Pearson	City of Milwaukee-Budget Division
Brian Peters	Independence First
Bethany Sanchez	Metro Milwaukee Fair Housing Council
Mary Stott	City-Dept. of City Development
Joseph Volk	Emergency Shelter Task Force
Peter Weissenfluh	City of Milwaukee-Assessor's Office
Jan Wilberg	Consultant CDGA Staff

2006 Funding Allocation Plan

The City's Citizen Participation Plan requires public hearings to obtain citizen input on funding proposals and inquiries at all stages of the community development program, including the Annual Funding Allocation Plan and review of proposed activities and program performance.

For the 2006 program year, the following public hearings were held to solicit citizen input on the *Year 2006 Funding Allocation Plan*, which outlines the range of activities that may be undertaken, the amount of federal funds available and any significant program changes.

The public hearings were conducted by members of the Community and Economic Development Committee, the official oversight body for Federal grant funds.

CDGA provided copies of the 2006 *Funding Allocation Plan* to the community at-large, interested citizens and to the NRSA Coordinating Agencies to elicit community/resident feedback.

Public Hearing Dates for the 2006 Funding Allocation Plan

September 13, 2005- Northside YMCA-1350 W. North Avenue; 5:30-7:30pm

September 14, 2005- United Community Center-1028 S. 9th Street; 5:30-7:30pm

September 16, 2005- Milwaukee City Hall; 200 East Wells Street; 1:30pm

The Public Hearings were advertised and other forms of outreach to citizens were conducted as follows:

- ❖ Milwaukee Journal Sentinel-Sunday, Metro Section – August 28, 2005
- ❖ Milwaukee Community Journal – August 26, 2005
- ❖ El Conquistador – August 26, 2005
- ❖ West Bend Daily News/Hartford Times Press – August 25, 2005
- ❖ The Waukesha Freeman – August 25, 2005
- ❖ Port Publications – August 25, 2005
- ❖ CDGA mailings to funded agencies, NRSA Coordinating Agencies and other interested individuals
- ❖ City of Milwaukee Legislative Reference Bureau
- ❖ Milwaukee Public Libraries

In addition, the City included in all advertisements that it would accommodate the needs of disabled individuals through sign language interpreters or other auxiliary aids.

The Community and Economic Development Committee approved the *Funding Allocation Plan* on September 16, 2005 and it was ratified by the Milwaukee Common Council on September 27, 2005. CDGA issued Requests for Proposals on September 30, 2005 based on the adopted Funding Allocation Plan.

CDGA made recommendations to the Community and Economic Development Committee on service providers and budgets for each HUD Activity/Category. The Committee approved funding recommendations on November 8, 2005 which were ratified by the Milwaukee Common Council on November 15, 2005 and signed by the Mayor.

Further citizen involvement is affected by the provision of Accomplishment Reports that identify the annual goals of each program funded and the status of the activities at each quarterly reporting period. This allows concerned citizens and other stakeholders the opportunity to determine if program operators working in their planning areas are delivering the services as funded. These reports are available at the Office of Community Development Grants Administration and the City's Legislative Reference Bureau. The information contained in these documents is also reported in the Consolidated Annual Performance and Evaluation Report (CAPER). It can also be viewed at the CDGA office, Milwaukee Public libraries and the City of Milwaukee's Legislative Reference Bureau.

Finally, several funded agencies whose target areas included sectors designated as NRSAs by HUD were mandated to attain Community-based Development Organization (CBDO) status. The designation allows the affected groups to involve themselves in activities that could be considered "Public Service" without the 15% spending cap restriction.

The CBDO designation mandates that Boards of Directors of these organizations consist of not only citizens of the target area, but area business owners and other stakeholders, such as schools and churches to ensure diverse community input.

CDGA has an internal system for responding to citizen complaints in a timely manner (generally, within 15 working days where practicable). Program Officers are available to meet with clients that present themselves at the CDGA offices. A written report is formulated when the issues are of a substantive nature and resolution is not achieved during the initial meeting. Staff follow-up on substantive issues and provide written responses to the complainant and if necessary, provide copies to the affected organizations.

Current CDGA staff includes one bilingual person (English-Spanish) who is available in-house or at public hearings where some large segments of the population speak only Spanish. With our growing Asian-American population, CDGA has access to Hmong-Laotian interpreters through its linkage with the Hmong American Friendship Association (HAFA).

In addition, the City of Milwaukee is committed to the continued planning and coordination of all community development initiatives. In 2006, the City continued to facilitate partnerships between City Departments and community-based organizations, neighborhood residents, businesses, faith-based entities and others in the private sector to efficiently link resources and carry out joint planning and program activities. These linkages included the following City departments: Dept. of City Development, Community Development Grants Administration, Mayor's Office, Information and Technology Management Division (ITMD), Milwaukee Health Department, Dept. of Neighborhood Services, Milwaukee Police Department, Milwaukee Fire Department, Housing Authority, Milwaukee Public Library, Department of Public Works, Common Council/City Clerk, Comptroller's Office, Redevelopment Authority(RACM), Housing Authority(HACM) and City Attorney. This spirit of cooperation in planning and implementing initiatives is further supported by the City's cabinet form of government and was carried out on a daily basis through many channels of communication including meetings, phone conversations, e-mail, and other correspondence.

Citizen Participation

1. Provide a summary of citizen comments.
2. In addition, the performance report provided to citizens must identify the Federal funds made available for furthering the objectives of the Consolidated Plan. For each formula grant program, the grantee shall identify the total amount of funds available (including estimated program income), the total amount of funds committed during the reporting period, the total amount expended during the reporting period, and the geographic distribution and location of expenditures. Jurisdictions are encouraged to include maps in describing the geographic distribution and location of investment (including areas of minority concentration). The geographic distribution and expenditure requirement may also be satisfied by specifying the census tracts where expenditures were concentrated.

Citizen Participation

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 2006 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 2006 CAPER Report covering the City's Community Development Program from January 1, 2006 through December 31, 2006. The public comment period for review of the Report was *March 5, 2007 through March 26, 2007*. 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 in the following publications on the dates listed and has submitted copies for public review at local libraries, CDGA offices and the City Hall Legislative Reference Bureau

- 1) Milwaukee Journal/Sentinel, Sunday, March 4, 2007 (Metro Section)
- 2) Port Publications/Ozaukee Press, March 1, 2007 (HOPWA)
- 3) The Waukesha Freeman, March 1, 2007 (HOPWA)
- 4) Milwaukee Community Journal, March 2, 2007
- 5) El Conquistador, March 2, 2007
- 6) West Bend Daily News/Hartford Times Press, March 1, 2007 (HOPWA)

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

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 (NRSA's).

CDGA targeted most of the 2006 funding to areas with the greatest need, namely the Neighborhood Revitalization Strategy Areas (NRSA's), which based on 2000 Census data, has the highest number of low income persons in the City of Milwaukee. In each of the NRSA's, 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:

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

INSTITUTIONAL STRUCTURE

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

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 all of a neighborhood's residents. The City utilized NRSAs in 2006 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 residents 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 2006 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 funded activities. 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.

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 2006:

- 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 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 and the Health Department Lead Abatement/Prevention Program, 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.

MONITORING

1. Describe how and the frequency with which you monitored your activities.

Monitoring

CDGA ensured compliance with all program regulations for all funding sources, including 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.

2. Describe the results of your monitoring including any improvements.

CDGA and the City Comptroller's Office conducted programmatic and fiscal site reviews of funded agencies. 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.

3. Self Evaluation

- a. Describe the effect programs have in solving neighborhood and community problems.
- b. Describe progress in meeting priority needs and specific objectives and help make community's vision of the future a reality.
- c. Describe how you provided decent housing and a suitable living environment and expanded economic opportunity principally for low and moderate-income persons.
- d. Indicate any activities falling behind schedule.
- e. Describe how activities and strategies made an impact on identified needs.
- f. Identify indicators that would best describe the results.
- g. Identify barriers that had a negative impact on fulfilling the strategies and overall vision.

- h. Identify whether major goals are on target and discuss reasons for those that are not on target.
- i. Identify any adjustments or improvements to strategies and activities that might meet your needs more effectively.

Self Evaluation

(Response to a,b,c,e,f)

In accordance with its Consolidated Plan, the City participated in activities to address identified neighborhood and community priorities. Programs for 2006 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 2006 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 and submit to CDGA, 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 2006 year end report detailing their accomplishments and providing a self assessment of their funded activities along with backup documentation.

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

- ❖ 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

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

See also NRSA Activity/Performance Chart on pages 93-96, which summarizes the progress on funded activities.

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
- ❖ Quality of life issues were addressed
- ❖ Improved economic vitality through new businesses and new job creation
- ❖ 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

(d,h) 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.

(g,i) Barriers/Improvements

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.

LEAD-BASED PAINT

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

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 2005, 8.3% 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 over 5 times greater than the national average of 1.6%. Milwaukee's Lead Program Target Areas' report cites prevalence rates in the north side target area at 19%, which reflects the racial disparities that exist in this health problem.

II. Strategies to evaluate and reduce lead-based paint hazards and effects

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 **1,821** additional lead-safe housing units in 2006, of which **522** 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 informal implementation groups worked throughout 2006 to advance Elimination Plan objectives. Plans are to continue to address stronger health-housing partnerships and housing resources in 2007. The MHD CLPPP raised a total of \$410,000 in 2006 by targeting philanthropic organizations, high net individuals and businesses/corporations; plans are to continue these fund-raising efforts in 2007. Lastly, the City of Milwaukee lawsuit against the lead industry is scheduled to go to trial beginning May 2007. The Lead Elimination Strategic Plan, the continued fundraising efforts and the lead lawsuit will potentially create greater resources to increase the number of hazardous housing units made lead-safe.

III. Second 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 screening of children covered by Medicaid

IV. Actions undertaken in 2006 to evaluate and reduce lead-based paint hazards:

- **Screening (blood lead testing):** 2006 preliminary data indicates that the CLPPP received 2,451 reports of lead test results greater than 9 ug/dL, identifying 1,416 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 2006 is reported at 6.6%, a decrease from 8.3% in 2005.
- **Care Coordination:** Comprehensive services were provided to 273 children newly identified with elevated blood lead levels.

- ***In-Home Case Management (Home Visits):*** 210 children with newly elevated blood lead levels received an initial home visit by a Public Health Nurse (PHN) or a Health Services Assistant (HSA). 227 children with blood lead levels below the level of a new case received an Early Intervention home visit by a HSA. An additional 1195 home visits were completed by PHNs and HSAs to provide follow-up and case management services.
- ***Lead Risk Assessments/Secondary Interventions:*** 400 investigations were completed based on the identification of a lead poisoned child. These investigations resulted in 261 legally binding work orders issued; 212 of which were remediated by December 31, 2006.
- ***Primary Prevention:*** A total of 1,609 lead safe housing units were produced through primary prevention and lead safe housing rehabilitation before a child was poisoned. Direct funding through CDBG accounted for 243 of these units to be made lead safe. An additional 118 secondary intervention units were made lead safe with Primary Prevention funds for window abatement.
- ***Community Capacity Building:*** A total of 13,686 community members were reached through community organizing and housing advocacy projects.
- ***Research:*** MHD CLPPP conducted a research project on lead dust on floors. The results of the research demonstrated that wet washing floors is the most cost effective treatment for lead dust-contaminated floors in good or fair condition.
- ***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 Building Code Compliance Program, DCD In-Rem Properties and HACM's Section 8 program.
- A commitment has been made by the Housing Authority of the City of Milwaukee to set aside six federally subsidized housing units for each of the next three years.
- A Pilot Program has been established to have MHD Lead Risk Assessors inspect "in-rem" (tax foreclosure) properties for the existence of lead hazards. In return, the Department of City Development 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 the Department of Neighborhood Services (DNS) has been revised to include language requiring lead dust wipe clearances testing to be performed prior to occupancy.
- MHD CLPPP is collaborating with the Department of Neighborhood Services to assure that buildings scheduled for demolition, but being reclaimed for restoration, are assisted by MHD by being offered a lead risk assessment and Primary Prevention subsidies for window abatement.
- DNS initiated a policy to provide referrals for lead abatement subsidy to owners correcting code violations the MHD Primary Prevention Program.
- The MHD and DNS Residential Code Compliance worked in tandem with community-based agencies to assure lead-safe and habitable housing within Milwaukee's target areas.

- DNS included the MHD CLPPP in landlord training classes that are offered in both English and Spanish.
- **Public/Private Partnerships:** MHD CLPPP collaborated with the Neighborhood Improvement Development Corporation to implement a LEAP grant and provided administrative support for its final report to HUD.
- Private sector fundraising from the LEAP grant resulted in a \$50,000 grant from the Bader Foundation. 47 units were made lead-safe with these funds.
- A partnership with *WE Energies* resulted in a \$360,000 contract to further the goal of energy savings as well as aid in the elimination of lead poisoning by replacing windows in 553 units in MHD CLPPP's Target Areas with new energy-star-rated windows.
- **Compliance with the Lead Safe Housing Rule:** Milwaukee CDGA contracted with the MHD CLPPP to assure compliance on approximately 279 federally funded housing rehabilitation jobs.

Collaborations also continued between CDGA, MHD and the Department of City Development to implement standardized processes for all affected CDBG and HOME-funded housing rehabilitation projects to ensure compliance with the HUD lead regulations. These processes included the assumption of lead paint in structures, utilization of certified lead abatement contractors when indicated, adoption of lead safe work practices, occupant protection, monitoring of work sites, lead dust clearance tests and lab analysis and minimum window treatments.

HOUSING

Housing Needs

1. Describe Actions taken during the last year to foster and maintain affordable housing.

Fostering and maintaining affordable housing

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

Action on Second Year Priority Goals:

- 1) Promoted and provided opportunities for low income citizens to access affordable housing.
- 2) Continued the American Dream Downpayment Initiative (ADDI) to provide down payment, closing costs and rehabilitation assistance to income eligible individuals.
- 3) Increased the number of units accessible to persons with disabilities.
- 4) Continued owner-occupied housing rehabilitation for very low income households, construction of affordable new housing units on vacant City lots and the acquisition, rehabilitation and sale of existing vacant 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. Increased the total number of funded CHDOs.
- 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 efforts to assist elderly and low income households remain in their homes through Tax Deferral Loans, and programs to assist the elderly with home maintenance and repair(NIP).
- 10) Continued to make available City-owned tax foreclosed properties available to nonprofit developers at reduced costs.
- 11) Increased the number of decent, safe and sanitary affordable rental units, with an emphasis on creating units to accommodate large families through the Rent Rehab Program.

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

In addition, as stated previously in this report, there are several programs that produced affordable housing opportunities for homeowners and renters, some of which include:

- ❖ The Housing Authority of the City of Milwaukee (HACM), provided **4,312** units of affordable housing for low income residents who pay a fixed percentage of their income in rent.
- ❖ The Neighborhood Improvement Project Program (NIP) created opportunities for extremely low-income homeowners to make essential improvements to their homes, targeting those whose income is below 50% of the County Median.
- ❖ The Acquire/Rehab/Sell Program served a dual purpose of eliminating the blighting influences of certain properties and providing homeownership opportunities for low income households.
- ❖ The Rental Rehabilitation Program provided creative financing opportunities for investor owners to improve the condition of rental units, with an emphasis on large, family units.
- ❖ The Targeted Investment Neighborhood (TIN) initiatives focused on targeted housing rehabilitation in defined geographical areas where owner occupied and rental units were improved to create a positive visual impact. These efforts were complemented by partnerships with local neighborhood organizations and residents to address quality of life issues in neighborhoods.
- ❖ The American Dream Downpayment Initiative provided downpayment and closing cost assistance for income eligible households.

Most of these programs also involved a considerable amount of private resources with some programs leveraging private resources at ratios of nearly 2:1.

Specific Housing Objectives

1. Evaluate progress in meeting specific objective of providing affordable housing, including the number of extremely low-income, low-income, and moderate-income renter and owner households comparing actual accomplishments with proposed goals during the reporting period.
2. Evaluate progress in providing affordable housing that meets the Section 215 definition of affordable housing for rental and owner households comparing actual accomplishments with proposed goals during the reporting period.
3. Describe efforts to address "worst-case" housing needs and housing needs of persons with disabilities.

Actual accomplishments with proposed goals for the 2006 reporting period.

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.

Department of City Development

The City's Department of City Development (DCD), works collaboratively with community-based agencies, financial institutions, residents and others to promote affordable housing and increase homeownership and neighborhood stability through loans and grants to existing homeowners and responsible rental property owners and collaborations to improve the quality of life in City neighborhoods.

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. DCD's *Rental Rehabilitation Program* assisted responsible landlords in offering safe, decent and affordable housing to income qualified tenants.

DCD also operated the *Housing Production Program*, which acquired, rehabilitated and sold vacant foreclosed properties for homeownership in addition to new construction housing developments that encouraged economic diversity in neighborhoods.

DCD also administered the *Targeted Investment Neighborhoods*(TIN) Program, which targeted infrastructure, housing, community organizing and special economic development resources to neighborhoods to facilitate intensive neighborhood revitalization. A significant portion of DCD's activity was centered in the City's TINs. To compliment the physical redevelopment efforts in TINs, the *CLEAN SWEEPS* Program included collaborations with the Milwaukee Police Department, Department of Public Works, Department of Neighborhood Services, Milwaukee Fire Department and numerous community groups. The project 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. In addition, DCD partnered with local foundations to provide resources to support the organizing efforts of local neighborhood organizations and for block improvement projects designed not only to not make positive visual improvement to TIN neighborhoods, but also encourage resident involvement civic participation.

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 up to 75 vacant lots on land that was cleared for the Park West freeway in the vicinity of N. 20th Street and W. Garfield Avenue. The plan will be implemented in 2007 and involves the

construction of up to 75 new single-family homes, the rehabilitation of existing properties, new infrastructure improvements and enhancements to nearby Johnson's Park.

In addition, during 2006, CDGA and the Urban Economic Development Association worked closely with Legacy Redevelopment Corporation to secure its eligibility as a Community Housing Development Organization (CHDO). LRC was certified as a City of Milwaukee CHDO and HOME funds were set-aside to facilitate the construction of seven new homes. These properties will be sold to households earning less than 80 percent of County Median Income(CMI) and will provide housing options for LMI households in an otherwise market-rate development.

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 were constructed during 2006 and 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.

Bishop's Creek CDC: During 2006, the City of Milwaukee, CDGA and the Wisconsin Housing Partnership worked closely with Bishop's Creek CDC to secure its eligibility as a Community Housing Development Organization (CHDO). 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.

New Covenant Housing Corporation: The City of Milwaukee provided funding for the construction of 2 new units of affordable housing. Construction will begin in 2007 and is expected to be completed by year-end. These properties will be sold to households earning less than 80 percent of CMI.

American Dream Downpayment Initiative(ADDI): During 2006, the City of Milwaukee continued the administration of the American Dream Downpayment Initiative (ADDI) utilizing its 2006 grant award of \$106,447. 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 newly created consortium of six homebuyer counseling agencies. The program continues to be a success with the consortium utilizing all 2006 funds to help low-income persons own their own home.

Lindsay Heights Homeownership Initiative/Tax Incremental District (TID)

For the past several years, the City of Milwaukee, WHEDA, Boys & Girls, the YMCA CDC and local neighborhood residents have been collaboratively working to improve housing conditions in the Lindsay Heights neighborhood, bounded by N. 12th – N. 20th Street; W. Walnut – W. Locust Streets. One of the primary strategies was a demonstration project to produce new affordable homes on vacant scattered lots within the area. Additional efforts included providing resources and incentives to existing homeowners to improve their properties. Construction began in 1998 with a primary goal of providing home ownership opportunities to as many as 100 central city residents through high quality new homes in the heart of Milwaukee's central city and Enterprise Community. This venture has made possible a neighborhood revitalization initiative that promotes and expands homeownership to

low and moderate income individuals through resources for affordable, new home construction and restoration of existing 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. CDBG funds were also allocated to the project.

In 2006, **17** new homes were constructed with a total value of over **\$3** million and **34** properties, representing **57** housing units, were rehabilitated with a total investment of \$425,000.

Since its inception, this project has resulted in the construction a total of **158** new homes representing over **\$28 million** in investment. Additionally, **166** properties, representing 244 units were rehabbed representing total investment of \$1.8 million.

In 2006, TID-funded infrastructure improvements were also completed for Josey Heights, a new subdivision with 53 new owner occupied houses located at N. 12th and W. 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.

Metcalf Park Homes Initiative

In 2006, the City created a Tax Incremental District in the amount of \$1.4 million to support housing redevelopment in the Metcalfe Park neighborhood. The TID will provide 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. 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. This project is located in the area of N. 35th and W. Center Streets and is modeled after a successful project by the Cleveland Housing Network which allows renters the opportunity to purchase their property at the end of a 15-year compliance period. The property is sold for an amount equal to the outstanding mortgage and the buyers retain the appreciation gained through the compliance period. All homes will be constructed using universal design, which allows the homes to be easily adapted for persons with physical disabilities. HOME funds will be provided to assist in the construction of ten homes.

Windsor Court Rehabilitation

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

Both the Metcalfe Park and Windsor Court projects will be 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 will further reduce the cost of completing these units and help to ensure the project's long-term affordability.

N. 20th and W. Walnut

To continue the momentum of the single family new construction efforts of CityHomes, Lindsay Heights and Habitat for Humanity, in 2006, DCD issued a Request for Proposals (RFP) for the development of a long vacant and blighted site located at N. 20th and W. Walnut Streets. The RFP calls for the redevelopment of the site with up to 40 new owner occupied housing units. A TID is providing funding for site acquisition and new infrastructure improvements.

Acquire/ Rehab/ Sell/New Home Construction - CDBG/HOME funds totaling nearly **\$3.5** million 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 2006, 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. In 2006, **133** units were rehabbed by community-based agencies.

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.

The Rental Rehabilitation Program, administered by DCD, provided forgivable loans for landlords of single family, duplexes and multi-unit structures. As part of the loan agreement, 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. Tenant income and rent certifications are done annually and units are inspected as required to ensure compliance with federal regulations. In 2006, **92** units were rehabilitated.

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.

Summary of Progress

Comparison of Actual Housing Accomplishments with Proposed Goals for the 2006 CDGA Program Year

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

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

Housing Activities (funded by CDBG, HOME, ADDI and other funding sources)	Second Year Goal	Actual
Acquire/Rehabilitation/Sell, New Construction (#units)	42	21 (92 complete or underway)*
American Dream Downpayment Initiative(ADDI)	20	27
Owner-Occupied Housing (Neighborhood Improvement Project-NIP)	130	133
Rental Rehabilitation (#units)	50	92
Homebuyer Counseling (#new mortgage loans)	275	201
Graffiti Abatement(complaints processed)	1,000	6,593
Minor Home Repair (#served)	230	263
FOCUS –Fire Prevention (#households served)	2,000	1,519
Demolition of blighted properties (#demolished)	35	28
Handicapped Ramps (#constructed)	20	12
Tenant/Landlord Training (#trained)	750	1,727
Tenant Assistance Program (#assisted)	1,670	1,314
Receivership Inspections of Nuisance Properties (#inspections)	120	593
Tool Loan (#served)	680	314
Home Source Building Materials Distribution (#served)	500	188
Targeted Code Enforcement Initiatives (includes code enforcement interns) (#inspections)	1,560	2,073
Rent Withholding/Rent Abatement (#served)	144	156

***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 underway:

Project Name/Description	Funding	# Units proposed
<u>Ezekiel Community Development Corp. – Infill</u> Six single-family homes are being constructed for purchase by low/mod income homebuyers on vacant land at N. 16 th and W. Galena Streets. HOME assistance is being provided in the form of a development subsidy.	\$180,054 (HOME)	6/HOME
<u>Bishop's Creek Development</u> 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.	\$522,000 (HOME)	9/HOME
<u>Metcalfe Park Homeowner Initiative</u> A total of 30 single family homes will be constructed, under a lease to own program in the Metcalfe Park neighborhood near N. 35 th 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 will be provided to assist in the construction of ten homes.	\$336,000 (HOME)	10/HOME
<u>Windsor Court Apartments – Rehabilitation</u> This project involves 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 will be used to assist in the rehabilitation of 10 units. This project is expected to be completed in 2007.	\$260,000 (HOME)	10/HOME
<u>St. Rose East</u> Multi-phase new housing construction project, with a plan to construct new homes within the 400 block of North 29 th Street. The project is designed to eliminate blighted properties and recycle vacant lots into single-family homes for low/mod income households.	\$300,000 (HOME) \$160,500 (CDBG)	7 HOME/CDBG
<u>West End Development Corp. – Condos/Conversion</u> Conversion of an abandoned, nuisance apartment building located at N. 27 th 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 8 new single-family condominium units. HOME assistance is being provided in the form of a development subsidy.	\$936,000 (HOME)	8/HOME
<u>Wisconsin Fresh Start/YouthBuild Program</u> 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. Four non-profit community-based agencies were funded to undertake this pilot program, which is currently underway.	\$100,000 (CDBG) \$400,000 (HOME)	4 HOME/CDBG
<u>New Covenant Housing Corporation</u> The City of Milwaukee provided funding for the construction of affordable housing in the 4700 block of N. 34 th Street. These properties will be sold to households earning less than 80 percent of CMI, providing new housing options for LMI households.	\$144,000 (HOME)	2/HOME
<u>Habitat for Humanity</u> 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.	\$180,000 (HOME)	35/HOME

3. Efforts to address "worst-case needs."

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.

Efforts to address the accessibility needs of persons with disabilities:

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 wheelchair accessible ramp program designed to address the mobility needs of citizens in wheelchairs. In 2006, **12** new ramps were constructed for disabled, income eligible, owner occupants.

PUBLIC HOUSING STRATEGY

1. Describe actions taken during the last year to improve public housing and resident initiatives.

Public Housing Strategy *(excerpt from the Housing Authority's 2007 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 2007 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 for the upcoming year. In addition to the FY06 goals, the following progress has been made towards achieving goals established in the current year plan.

a. Goal: Sell 20 public housing units under the Section 5(h) homeownership program.

Status: Through 08/31/06, HACM sold 18 units. In August 2006, HACM obtained HUD approval to convert HACM's homeownership program to a Section 32 program and obtained authorization to sell up to 50 additional public housing units.

b. Goal: Convert 20 Section 8 clients to homeownership under the Section 8(y) homeownership option.

Status: Through 08/31/06, HACM converted 15 Section 8 clients to ownership bringing the total since the program began to 100.

c. Goal: Continue the Highland HOPE VI redevelopment project including on-site rental and homeownership unit construction. 12/31/07

Status: All of the off-site rental units were completed and leased. Five on-site units remain to be constructed when the existing highrise towers are demolished.

d. Goal: Continue the Scattered Sites HOPE VI redevelopment program including the demolition of existing units and construction of new single-family homes. 12/31/07

Status: The first 20 single-family replacement units were completed and leased between 07/2006 and 08/04/06. The construction of the next 10 units began August 1st and is on schedule for completion.

e. Goal: Complete construction of new Cherry Court facility.

Status: The new Cherry Court midrise was completed and ready for occupancy 8/28/06. The building will be fully occupied by 12/31/06. In addition, the City's Housing Trust Fund was established in 2006 and funding sources were approved by the Common Council and Mayor.

f. Goal: Continue the operation of the Veteran's Administration SRO facility.

Status: The VA/SRO facility continued to operate at full capacity (13 residents) during 2006.

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

Status: Through 08/31/06, 31 residents have completed this program.

h. Goal: Provide 30 educational scholarships.

Status: Through 08/31/06, six residents have received educational scholarships. Additional scholarships will be awarded in September 2006.

i. Goal: Submit funding applications, including application for HOME funds to develop public housing rental units in conjunction with HOPE VI funds, regulatory waiver requests including a request for project-based Section 8 authority and related program applications necessary to support the revitalization of public housing, including Convent Hill.

Status: HACM applied and received an allocation of Low Income Housing Tax Credits and submitted a HOPE VI funding application by the July deadline. Construction began on the project in June 2006.

j. Goal: Implement a plan to comply with the asset repositioning requirements of HUD's Operating Fund Rule.

Status: Staff received training from Casterline Associates in March 2006, and a working group was established to guide and coordinate the implementation of organizational and process changes required to comply with the HUD rule. HACM will convert to property-based accounting and budgeting by the required HUD date to take advantage of "stop-loss" provisions of the Operating Fund rule. New property groupings were submitted and approved by HUD in May 2006.

k. Goal: Continue to monitor strategies implemented to adjust HACM's Section 8 tenant-based Housing Choice Voucher Program utilization to respond to HUD funding policy.

Status: HACM opened the Section 8 waitlist in July 2006, and accepted more than 1500 applications. A lottery was conducted by the application contractor to establish a waitlist of 2000. The existing waitlist was completely exhausted in May and June 2006, and interested families from the public housing waitlist were referred for Section 8 assistance.

l. Goal: Continue partnerships and Memorandum of Agreements (MOA's) with, and provide appropriate admissions preferences for clients referred to HACM's Section 8 Housing Choice Voucher Program by, META House, The Salvation Army, the Milwaukee Community Services Corps, Milwaukee Public Schools, the Ellsworth Project, Milwaukee Jobs Initiative and the YWCA.

Status: All existing MOA's were continued, however, the Ellsworth Project and the Milwaukee Jobs Initiative discontinued operations. Eighteen families received Section 8 vouchers in conjunction with these MOU's.

m. Goal: Continue partnerships and MOA's with, and provide appropriate admissions preferences for low-income public housing for clients referred by local organizations in conjunction with the Second Chance Program.

Status: Five clients were referred and placed under this program.

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

Status: Through 08/31/06, six additional homes were sold thru this program initiative.

o. Goal: Continue to participate in the city's Continuum of Care (CoC).

Status: HACM continued to make the Hillside Resource Center available for CoC meetings and staff participate on the CoC Housing Committee.

p. Goal: Maintain "High Performer" status under HUD's public housing and Section 8 program assessment systems.

Status: HACM achieved "High Performer" status under the Public Housing Assessment System and "Standard Performer" under the Section 8 Management Assessment Program (SEMAP). The SEMAP score was appealed to HUD and that appeal was pending as of 08/31/06.

q. Goal: Consider policy recommendations related to providing domestic violence preferences for the public housing and Section 8 HCV programs.

Status: Congress passed the Violence Against Women Act (VAWA) during the spring of 2006. VAWA includes provisions that will require PHA's to make changes to certain policies in the Section 8 and public housing programs. HACM will meet with representatives of Legal Action and women's advocacy groups in September 2006, and HACM legal counsel will advise the Board of any required policy changes.

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

Status: HACM applied for and received Resident Opportunity and Self-Sufficiency (ROSS) grants for case management and homebuyer counseling. HACM also assisted resident organizations to apply for and receive HUD ROSS grants.

s. Goal: Establish replacement reserves to support the revitalization of public housing.

Status: This is an on-going activity carried out in conjunction with the overall financial management of the organization.

t. Goal: Leverage the Housing Authority's Capital Fund based on the analysis of needs, to support HACM's portfolio improvement and asset repositioning goals.

Status: HACM utilized \$1,510,005 in Replacement Housing Factor funds and \$4,976,275 in Capital funds to support the construction of the new Cherry Court midrise.

u. Goal: Allocate 38 Section 8 Housing Choice Vouchers for Project Based Assistance to support the Convent Hill redevelopment project.

Status: As a result of the completion of a mixed-finance plan, HACM will allocate 20 Section 8 vouchers for Project-Based Assistance at Convent Hill

v. 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 and the Carver Park LLC.

Status: As of 08/31/06, HACM was fully compliant with the Regulatory and Operating Agreements for the Highland Gardens, Cherry Court and Carver Park developments. This is an on-going activity.

w. Goal: Develop a mixed finance redevelopment plan for Westlawn and apply for appropriate resources including the Hope VI revitalization grants and Low Income Housing Tax Credits.

Status: HACM determined that submitting a HOPE VI application, as part of the mixed-finance plan for Convent Hill was a greater priority. HACM will continue to review financing options including the possibility of Capital Fund leveraging to support a redevelopment plan for Westlawn.

x. Goal: Submit an application to HUD for authorization to sell 50 additional public housing units and convert HACM's existing Section 5(h) program to a Section 32 Homeownership program.

Status: This application was approved by HUD in August 2006.

y. Goal: Establish an Endowment Fund for Highland Park HOPE VI families and Scattered Sites families.

Status: HACM submitted an application to HUD in August 2006, to establish these endowment funds.

z. Goal: Actively participate in the West Side Plan, Northeast Side Plan and Northwest Side Plan for the City of Milwaukee and develop/implement revitalization plans for public housing in these neighborhoods.

Status: HACM staff participate in the planning groups coordinated by the Department of City Development. This is an ongoing activity.

aa. Goal: Provide leadership training for members of the Resident Organizations and Resident Councils.

Status: Training was conducted in February 2006.

bb. Goal: Designate one member of the Resident Advisory Board to assist HACM staff in reviewing applicants for academic scholarships.

Status: This will be completed during the September scholarship application review.

Barriers to Affordable Housing

1. Describe actions taken during the last year to eliminate barriers to affordable housing.

The Consolidated Plan lists the following issues to pursue to remove barriers to affordable housing. Throughout this CAPER Report, accomplishments have been noted, per the following actions:

- ❖ Approached planning and program development in a comprehensive manner to increase jobs and household income.
- ❖ Developed support program initiatives which focused on assisting low income households in their efforts to achieve economic self sufficiency through job training and employment efforts, educational initiatives, English proficiency and family self sufficiency programs.
- ❖ Supported and partnered with other entities in job creation efforts. In 2006, funding was again awarded to the Emerging Business Enterprise Program, the Retail Investment Fund and other economic development programs that were successful in creating jobs for low-moderate income households.
- ❖ Continued support of programs which helped to remove employment barriers for low-income households, e.g. day care programs, transportation programs, work to school programs and programs that provided an array of wraparound social, educational and lifeskills services. One example of such accomplishments is the community justice centers which provided an array of wrap around social services for **1,096** households.
- ❖ Continued support and involvement with city-wide fair housing programs to help ensure accountability in lending by government-chartered lending institutions in the areas of: home purchase, improvement and business loans, employment and promotional opportunities and contracting opportunities for minority and women-owned businesses.

HOME/ American Dream Down Payment Initiative (ADDI)

1. Assessment of Relationship of HOME Funds to Goals and Objectives

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

HOME/ American Dream Down Payment Initiative (ADDI)

In the *Five-Year Consolidated Plan*, the City of Milwaukee identified goals regarding housing needs as it relates to the use of HOME funds. The primary categories and the associated distribution of HOME funds are as follows:

<i>Consolidated Plan Priority: 1) Develop and maintain homeownership throughout the City of Milwaukee; 2) Support development and maintenance of affordable rental units, especially for large families</i>		
Program	HOME Funds	Priorities Addressed
American Dream Downpayment Initiative(ADDI)	\$106,447	27 HOME units were completed
Neighborhood Improvement Program	\$3,088,000	133 HOME units were completed
Acquire/Rehab/Sell & New Construction	\$2,956,334	21 HOME units were completed
Freshstart Housing Apprenticeship Program for Youth	\$425,000	1 HOME unit was completed
Rental Rehabilitation	\$132,000	92 HOME units were completed

In addition, unencumbered HOME funds from prior years was re-allocated for HOME eligible activities in the following categories:

HOME Program	Home Funds Allocated
Acquire/Rehab/Sell & New Construction (Freshstart, Bishop's Creek; West Pointe; Metcalfe Park Homeownership Initiative etc.)	\$1,045,859
Windsor Court Housing Rehabilitation	\$260,000
DCD Targeted Investment Neighborhoods, Owner-occupied housing rehab, rental rehab)	\$1,300,875

2. Assessments

- a. Detail results of on-site inspections of rental housing.
- b. Describe the HOME jurisdiction's affirmative marketing actions.
- c. Describe outreach to minority and women owned businesses.

(a) Inspections - The inspections of HOME assisted projects is an ongoing process. In 2006, 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.

(b) Affirmative Marketing - The City of Milwaukee has multiple housing and other programs designed to affirmatively market Milwaukee neighborhoods. 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.

All CDGA-funded units are developed as turnkey style developments and must be affirmatively marketed by the agency to ensure that they are available to the general public. Affirmative marketing steps consist of actions to provide information and otherwise attract eligible persons in the housing market area to the available housing without regard to race, color, national origin, sex, religion, familial status or disability.

The marketing of properties may begin anytime following feasibility approval by CDGA, given the availability of clear and concise information about the finished product. Critical information such as asking price, estimate appraised value, estimated housing costs, floor plans and drawings/renderings must be provided to all interested persons.

Acceptable marketing methods included:

- ❖ Community Homes Homeownership List
- ❖ Phone inquiries
- ❖ Signs on properties
- ❖ Internet
- ❖ Open house events at the property
- ❖ Homeownership fairs
- ❖ Cooperation with homebuyer counseling agencies

The pre-sale of housing units produced under the City of Milwaukee's Housing Production program is prohibited. If a property is affirmatively marketed and an eligible buyer is identified prior to the completion of the project, an offer to purchase may be accepted by an agency. However, transfer of ownership may not occur prior to receipt of a certificate of occupancy or code compliance. Additionally, in the case of housing rehabilitation, lead clearance must also be obtained from the Milwaukee Health Department prior to ownership transfer.

(c) Outreach to Minority and Women-Owned Businesses - The City of Milwaukee continued its long and successful history of outreach to Minority, Disadvantaged and Women-owned businesses. The City's contract with sub-recipients includes a provision regarding affirmative outreach efforts to increase the involvement of the businesses. Some of the steps taken to increase involvement included: advertising in community newspapers, maintaining a list of eligible contractors and providing referrals to non-certified business entities. The City of Milwaukee strongly encouraged the use of Minority, Women-Owned, or Disadvantaged Business Enterprise in the administration of its HOME Program. In addition, the City of Milwaukee prefers to purchase from local (i.e. City of Milwaukee-based) vendors/contractors.

Additionally, the City funded the Emerging Business Enterprise Program in 2006, which is designed to increase access to working capital for minority and women-owned businesses and assists businesses with the certification process, improving access to City and other contracts.

HOMELESS

Homeless Needs

1. Identify actions taken to address needs of homeless persons.

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. Also, the Task Force continues to implement strategies to successfully access an array of mainstream resources that are key components in the effort to reduce homelessness.

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

The City of Milwaukee fully collaborated with the 2006 Milwaukee *Continuum of Care Strategic Planning Process (CoC)* including the provision of \$10,000 in financial support and allocation of staff time to the effort. Consistent with HUD's intent for this effort, the Milwaukee CoC identified the needs of homeless persons and gaps and priorities in the current service delivery system of transitional and permanent housing and conducted a local competition as part of the HUD-NOFA process. Also, a number of providers utilized City of Milwaukee grants to fund the match requirement for ongoing Supportive Housing Program grants.

Also, the Housing Authority of the City of Milwaukee received a grant from the State of Wisconsin Department of Veteran's Affairs to administer a demonstration program to provide temporary rental assistance to qualified chronically homeless veterans and their dependents to support transition to permanent housing and self-sufficiency. Qualified applicants will be eligible for rental assistance payments for qualifying rental housing in the City of Milwaukee for up to 18 months.

(3) Identify new Federal resources obtained from Homeless SuperNOFA.

The Department of Housing and Urban Development provided the following projects with funding to operate Milwaukee transitional and permanent housing programs in 2006. Community Advocates-Project Bridge is a new permanent housing project for disabled single adults. Renewal projects represented 100% of the remaining funded Super NOFA submissions.

It should be noted CDBG and ESG funds administered by the Community Development Grants Administration, have historically been used for the basic shelter infrastructure in Milwaukee. The Federal HUD Continuum of Care funding that providers receive each year compliments this structure with enhancements to the system and allows for the implementation of new homeless prevention initiatives, increased supportive services (particularly for special needs populations), and expanded transitional and permanent housing options leading to long-term self-sufficiency.

Federal Projects Funded through HUD Homeless SUPERNOFA

(1)	(2)	(3)	(4)	(5)	(6)	(7) Program and Component Type**				
SF-424 Applicant Name	Project Sponsor Name	Project Name	Priority	Requested Project Amount ***	Term		SF-424 Applicant Name	Project Sponsor Name	Project Name	Priority
						SHP				
Community Advocates, Inc.	Community Advocates, Inc.	Project Bridge	1	\$2,079,161	3	PH	Community Advocates, Inc.	Community Advocates, Inc.	Project Bridge	1
Hope House of Milwaukee, Inc.	Hope House of Milwaukee, Inc.	HMIS Project	2	\$41,964	1		Hope House of Milwaukee, Inc.	Hope House of Milwaukee, Inc.	HMIS Project	2
Meta House, Inc.	Meta House, Inc.	Meta House Permanent Housing Phase III	3	\$36,114	1		Meta House, Inc.	Meta House, Inc.	Meta House Permanent Housing Phase III	3
Meta House, Inc.	Meta House, Inc.	Meta House Permanent Housing Phase IV	4	\$43,985	1		Meta House, Inc.	Meta House, Inc.	Meta House Permanent Housing Phase IV	4
The Salvation Army	The Salvation Army	Winterstar Transitional Housing	5	\$445,579	2		The Salvation Army	The Salvation Army	Winter-star Transitional Housing	5
Health Care for the Homeless of Milwaukee	Health Care for the Homeless of Milwaukee	Family Assistance in Transition from Homelessness Faith III	6	\$230,000	2		Health Care for the Homeless of Milwaukee	Health Care for the Homeless of Milwaukee	Family Assistance in Transition from Homelessness Faith III	6
YWCA of Greater Milwaukee	YWCA of Greater Milwaukee	Transitional Housing	7	\$82,970	1		YWCA of Greater Milwaukee	YWCA of Greater Milwaukee	Transitional Housing	7
Health Care for the Homeless of Milwaukee	Health Care for the Homeless of Milwaukee	Family Assistance in Transition from Homelessness Faith II	8	\$49,000	1		Health Care for the Homeless of Milwaukee	Health Care for the Homeless of Milwaukee	Family Assistance in Transition from Homelessness Faith II	8
Hope House of Milwaukee, Inc.	Hope House of Milwaukee, Inc.	Transitional Housing	9	\$579,715	1		Hope House of Milwaukee, Inc.	Hope House of Milwaukee, Inc.	Transitional Housing	9
Matt Talbot Recovery	Matt Talbot Recovery Center	Transitional Housing	10	\$235,625	1		Matt Talbot Recovery	Matt Talbot Recovery	Transitional Housing	10

Center, Inc.	Inc.						Center, Inc.	Center, Inc.		
Guest House of Milwaukee, Inc.	Guest House of Milwaukee, Inc.	HomeLinc 3	11	\$137,266	1		Guest House of Milwaukee, Inc.	Guest House of Milwaukee, Inc.	Home-Linc 3	11
Walker's Point Youth & Family Center	Walker's Point Youth & Family Center	Transitional Housing	12	\$20,273	1		Walker's Point Youth & Family Center	Walker's Point Youth & Family Center	Transitional Housing	12
St. Aemilian-Lakeside, Inc.	St. Aemilian-Lakeside, Inc.	Permanent Housing	13	\$331,590	2	PH	St. Aemilian-Lakeside, Inc.	St. Aemilian-Lakeside, Inc.	Perman-ent Housing	13
Greater Milwaukee Chapter, American National Red Cross	Greater Milwaukee Chapter, American National Red Cross	Autumn West Safe Haven	14	\$301,446	1		Greater Milwaukee Chapter, American National Red Cross	Greater Milwaukee Chapter, American National Red Cross	Autumn West Safe Haven	14
Guest House of Milwaukee, Inc.	Guest House of Milwaukee, Inc.	Transitional Housing	15	\$180,454	1		Guest House of Milwaukee, Inc.	Guest House of Milwaukee, Inc.	Transitional Housing	15

Specific Homeless Prevention Elements

1. Identify actions taken to prevent homelessness.

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 will include 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 of a minimum of 700 homeless individuals and family members to educate the public about homeless issues.	Results of 2 nd biennial Homeless Survey distributed via media, presentations, and written reports; information reaches a minimum of 50,000 community residents	Results of 3 rd biennial Homeless Survey distributed via media, presentations, and written reports; information reaches a minimum of 50,000 community residents	Results of 4 th biennial Homeless Survey distributed via media, presentations, and written reports; information reaches a minimum of 50,000 community residents	Mike Soika, co-chair, Co-chair, Systems Improvement Committee
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)	Consumers (minimum of 10) are fully incorporated into the ongoing activities and governance of the CoC (regular attendance, vote on matters before the CoC, and serve on all committees)	Steve Schultz, co-chair, CoC Systems Improvement Committee
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	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	Jeanne Lowry, RN, Member, CoC Prevention and Support Services Committee

	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 150 units.	Increased supply of affordable housing by 300 units.	Joe Volk, CoC Administrative Coordinator
--	--	--	--	--	--

Emergency Shelter Grants (ESG)

1. 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).

The Milwaukee shelter operations provided over **71,000** shelter bed nights of service and over **2,400** face-to-face street outreach interventions to families and individuals in 2006.

Unfortunately, federal funding for face-to-face street outreach funding provided through Milwaukee County Disability Services Department were eliminated at the end of the year.

2. Assessment of Relationship of ESG Funds to Goals and Objectives

- Evaluate progress made in using ESG funds to address homeless and homeless prevention needs, goals, and specific objectives established in the Consolidated Plan.
- 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.

As stated in the 2005-2009 Consolidated Plan, the following actions were undertaken by the Milwaukee Shelter Care providers to address the specific objectives and priority needs of the homeless:

The Milwaukee CoC continued the implementation (See Milwaukee CoC Achievement Chart Below) of a far-reaching community wide five-year strategic plan. The plan puts forth strategies specifically targeted to address chronic homelessness: construction of affordable permanent housing; coordinated planning and provision of supportive services so that chronically homeless remain in housing; and enhancement of HMIS capability to track performance.

In addition, through the work of the CoC and an array of local housing advocates including 70 faith-based organizations, the City of Milwaukee created a Housing Trust Fund in 2006. This action included the creation of a HTF Task Force, \$2.5 Million bonding to capitalize the HTF for 2007 and identified ongoing revenue derived from:

- Gaming proceeds the City receives from the Forest County – Potawatami tribal government
- Tax Incremental Financing (TIF) expansion dollars
- Designated PILOT funds.

The Trust fund will greatly enhance the development of affordable housing in the City of Milwaukee. In addition, advocates are currently working towards the development of a "Wisconsin Housing Trust Fund" which will, when created, complement Milwaukee's fund and bring additional resources for housing.

As stated earlier, the Housing Authority of the City of Milwaukee (HACM), received a grant from the State of Wisconsin Department of Veteran's Affairs to administer a demonstration program to provide temporary rental assistance to qualified chronically homeless veterans and their dependents to support transition to permanent housing and self-sufficiency. Qualified applicants will be eligible for rental assistance payments for qualifying rental housing in the City of Milwaukee for up to 18 months.

2006 Milwaukee CoC Achievement Chart

Goals	Action Steps	Measurable Achievements
Chronic Homelessness Goals		
1.1. Significantly increase the construction of permanent affordable housing.	a. Develop plan to identify and address non-financial barriers to making Milwaukee attractive to low-income housing developers.	- Recruitment Plan developed. 1 Informational Meeting on Permanent Housing Projects for Homeless Individuals in Milwaukee conducted November 2005. 6 non-profit and faith-based organizations received technical assistance from CoC Housing Committee. 2 well-designed, financially viable Permanent Housing projects included in the 2006 SHP package. 2 new projects will create 72 units of new Permanent Housing; 60 of the 72 units reserved for Chronically Homeless.
	b. Conduct outreach to regional and national developers.	- Convened 1 meeting in Milwaukee of the CoC Housing Committee and Mercy Lakefront Housing from Chicago, IL. - Conducted 1 site visit by CoC Housing Committee of Mercy Lakefront Housing SRO Projects in Chicago.
	c. Submit a minimum of one project for permanent housing, specifically for chronically homeless, as part of the CoC's 2006 application.	2 new Permanent Housing projects submitted in 2006 package. 1 (60 units) specifically for Chronically Homeless 52.3% of the 2006 Milwaukee CoC application is Permanent Housing compared to 31.9% in 2005.
	d. Create broad-based support and legislative action to establish revenue source(s) for a Housing Trust Fund to pay for affordable housing.	- Mayor Tom Barrett used his annual budget address to pledge support for the effort to identify a sustainable revenue source for the Housing Trust Fund (September 2005) - Alderman Michael Murphy won strong Milwaukee Common Council support (14 to 1) to establish a Housing Trust Fund and hire a consultant to work with the City of Milwaukee to identify potential revenue sources. (October 2005) - The Milwaukee Common Council voted unanimously to create an affordable housing task force that will work with a consultant on establishing a Housing Trust Fund. (December 2005)
	e. 100 units of permanent affordable housing will be constructed per year over the next five years.	\$1,000,000 allocated by Milwaukee County Board of Supervisors to support the construction of affordable housing in Milwaukee.
1.2. Emergency shelter consumers will be placed into permanent housing and will remain out of the shelter system.	a. Develop a "Housing First" service delivery protocol and provide cross-systems training to community.	Recovery Support Coordination installed by Milwaukee County Behavioral Health Division in its new Wlser Choice (Access to Recovery SAMHSA grant) as a direct result of CoC Prevention and Support Services action.
	b. Create and maintain a database of safe, affordable housing in the city, integrated with the State's WIFrontDoor resource database.	Database of safe, affordable housing established for Milwaukee County by the Wisconsin Department of Commerce. See www.wifrontdoorhousing.org.
	c. Work with HUD to move the current base of Transitional Housing into Permanent Housing where appropriate.	- Multiple options considered for increasing supply of permanent housing. - Project scoring system revised to encourage permanent housing development. 2 new Permanent Housing projects included in 2006 package. - The Milwaukee CoC has increased its Housing Emphasis from 22% in the 2005 application to 64.23% in the 2006 application.

	d. 75% of emergency shelter consumers will be placed into permanent housing and will remain out of the shelter system for at least 12 months.	- New 60-unit Permanent Housing project to address needs of chronically homeless. - Wiser Choice (Access to Recovery) project incorporates Housing First approach.
1.3. Reduce the length of stay in emergency shelters.	a. Same as goal 1.2, action steps 1, 2, and 3 above.	See 1.2 above.
	b. The average length of stay in emergency shelters will be reduced by 50%.	72 new units of Permanent Housing added in this year's application. - Improved data reporting and utilization monitoring resulting from enhanced HMIS project. - Study of shelter recidivism launched by CoC System Improvement Committee in collaboration with United Way of Greater Milwaukee; research to generate recommendations for system change.
1.4. Demand will reduce the number of adult emergency shelter beds by 33% within the next 5 years.	a. Same as goal 1.2, action steps 1, 2, and 3 above.	558 Transitional and Permanent Housing units committed to serving Chronically Homeless individuals included in 2006 application.
	b. Demand will reduce the number of adult emergency shelter beds by 33%.	See 1.3.b. above
1.5. Increase the effectiveness of outreach services as evidenced by a 25% increase in the number of chronically homeless individuals who agree to housing placement.	a. Coordinate regular meetings of street outreach workers from Health Care for the Homeless, Center for Veterans Issues, and the Red Cross.	- Monthly meetings (12) conducted. - ANET-generated data utilized to identify patterns. - Complex cases addressed jointly.
	b. Conduct training for CoC member organizations in the "Housing First" outreach methodology.	- Housing First protocol developed. - Strategy incorporated into Wiser Choice (Access to Recovery). - Recovery Support Coordination Specialists trained in Housing First approach
	c. Evaluate and institutionalize the lessons from the Mitchell Park and WE Energies Project to test the strategy of the "Housing First" approach for chronically homeless men with serious substance abuse and mental health issues.	- Mitchell Park (Domes) Project results compiled and disseminated to CoC members. - Results discussed at Mental Health Task Force, Street Diversion Team, and other settings. - Health Care for the Homeless (CoC member) obtained \$500,000 SAMHSA grant to do outreach, substance abuse screening and provide immediate authorization for clinical services and wraparound support, including housing, for homeless individuals.
2.1. Implement system-wide a consumer-centered approach to service planning and coordination.	a. Devise protocol with Milwaukee County Behavioral Health Division (BHD) to assure that every homeless individual with a substance use disorder will, through new Access to Recovery funding, receive a care coordinator who will implement a Single Coordinated Care Plan process for the client/family. ¹ Train CoC agency and BHD staff on the protocol.	- Recovery Support Coordination established as a major component of Wiser Choice (Access to Recovery) - Recovery Support Coordination specialists use Single Coordinated Care Plan approach.
	b. Devise plan to expand implementation to non-substance abusing homeless population.	Single Coordinated Care Plan approach adapted for use at 5 emergency shelters: Guest House, Salvation Army, Hope House, Milwaukee Women's Center, and Family Support Center
2.2 Use consumer-driven data to inform CoC and provider planning.	a. Conduct the 2 nd biennial Milwaukee Homeless Survey consisting of in-depth interviews of a minimum of 700 homeless persons.	2nd Biennial Homeless Survey slated for September 2006; planned interviews of 700 homeless individuals. \$20,000 funding request being considered by City of Milwaukee. - University of Wisconsin-Milwaukee Center for Urban Initiatives and Research to assist. - CoC System Improvement Committee to provide coordination.
	b. Develop a mechanism to collate and analyze consumer information collected from individual agency feedback processes to identify trends for system-wide planning purposes.	- Online survey of current consumer involvement mechanisms planned for June 2006. - Recommendations to improve consumer feedback/input planned for August 2006.

¹ On June 3, 2004, the State of Wisconsin received an Access to Recovery (ATR) grant from the federal Substance Abuse and Mental Health Services Administration (SAMHSA) in the amount of \$22.8 million over three years to implement the Wisconsin Supports Everyone's Recovery Choice (Wiser Choice) program in Milwaukee County. ATR is a discretionary grant program for states to provide people seeking drug and alcohol treatment with vouchers to pay for a range of appropriate community-based services that support recovery, such as housing, case management, AODA and mental health treatment, job training and placement, emergency food and clothing, daily living skills, child care, and transportation.

3.1. Enhance intersystem coordination, access to, and allocation of mainstream resources.	a. Ask the Office of the Governor to convene a high level working group from different departments to address the coordination of mainstream resources. The participating systems would agree on a process to decide how various funding streams will be allocated to implement each consumer's Single Coordinated Care Plan.	• Governor's Interagency Task Force on Homelessness established 2003. • 2 representatives from Milwaukee CoC: Jeanne Lowry, RN, American Red Cross, and Lee Carroll, MSW, Health Care for the Homeless. • Task Force attended December 2003 Policy Academy. • Detailed plan generated which incorporates Single Coordinated Care Plan. • Ongoing meetings conducted to refine plan.
3.2. Maximize the effectiveness of CoC agencies in helping homeless consumers determine eligibility for and access mainstream resources.	a. Formalize and implement a protocol to train system-wide case managements/care coordinators on the methods of determining eligibility for and accessing mainstream resources.	• \$20,000 funding received from Greater Milwaukee Foundation (2004). • CoC Prevention and Support Services Committee organized pilot project (2004). • 15 case managers from 5 organizations trained in Single Coordinated Care Plan (2004). • Trained case managers provided training to peers within their organization. • Improved utilization evident (2006 Chart X) relative to Veterans Health Care, GAMP, and employment income.
3.3 Maximize the capacity of the CoC to track effectiveness of efforts to link homeless individuals and families with mainstream resources.	a. Develop and implement a protocol to track via the HMIS: 1) the completion of mainstream resource eligibility determination for every homeless individual and family in the CoC; and 2) success in accessing benefits/resources.	• Dedicated HMIS project operated by Hope House included as renewal (Project Priority #2) in 2006 application. • Signed Memoranda of Understanding with 16 facilities using HMIS enabled Hope House to provide more intensive technical assistance. • Quarterly system-wide HMIS reports to CoC provide tracking and utilization data.
3.4 Develop a plan specifically tailored to enable homeless consumers with substance use disorders to access Milwaukee County's new \$20 million Access to Recovery program.	a. Devise and implement protocol with Milwaukee County Behavioral Health Division that provides for a system of access/outreach/intake that will be effective for a chronically homeless population (particularly those who do not typically seek services).	• CoC Prevention and Support Services member, Jim Beer of Meta House, developed concept and description of Recovery Support Coordination which was adopted by Milwaukee County Behavioral Health Division and incorporated as a major component in the Wiser Choice (Access to Recovery) project. • 9 Recovery Support Coordination Teams, each with 8 staff, each handling 20 clients, for a total capacity of 1,400. • Health Care for the Homeless SAMHSA grant received to conduct street outreach, assessment, immediate treatment authorization and supportive services to chronically homeless individuals.
	b. Work with BHD to include services required by homeless in their continuum of care.	• BHD substance abuse and mental health treatment services reorganized through Wiser Choice to be a) more accessible to individuals and families experiencing homelessness; b) more integrated with other services needed to sustain treatment and recovery, especially housing; and c) more accountable in terms of rates of successful engagement, program completion and long term recovery. • BHD substance abuse treatment capacity for homeless individuals and others in need of treatment expanded from 300 (2005) to 1,400 (2006). • Wiser Choice services include the following <i>treatment services</i>: outpatient, intensive outpatient, day treatment, transitional residential, medically monitored residential, and methadone. • Wiser Choice services include the following <i>support services</i>: child care, domestic violence, education, employment, housing, interpreter, living skills, spiritual support, and transportation.
	c. Solicit providers of services to homeless to apply to join the BHD provider network.	• 10 homeless services providers (CoC members) are providers listed in the Wiser Choice Provider Network. See listing in http://www.county.milwaukee.gov/display/displayFile.asp?docid=10742&filename=/Groups/Everyone/Provider_Directory_complete_New.pdf • Participating CoC members include: St. Catherine Residence, Wisconsin Community Services, Health Care for the Homeless, La Causa, Inc., Medical College of Wisconsin, Meta House, Inc., Milwaukee Women's Center, Inc. My Home Your Home, Inc., The Open Gate, Inc., Sojourner Truth House, Inc., St. Aemilian-Lakeside, Inc., Word of Hope Ministries, Inc.

	d. Provide training for BHD staff on "Housing First" approach.	72 Recovery Support Coordinators trained in Housing First approach by BHD.
3.5. Maximize access to mainstream resources for every homeless individual and family.	a. Every consumer will be enrolled in 100% of the mainstream resources which they choose and for which they are eligible.	- Significant improvements in SSI, Veterans Health Care, and Milwaukee County General Assistance Medical program support in 2005 compared to 2004: - SSI 12.1% to 12.2% - Veterans Health Care 0 to 21.8% - Milwaukee County General Assistance from 3.6% to 13.4%
4.1. Improve the quality of data collection to support system planning and accountability.	a. Increase the number of Emergency Shelter Beds in the HMIS to 90% of total beds by approaching the Rescue Mission (330 beds) about importing their data into the HMIS.	- Ken Schmidt met with Chuck Schumacher, Rescue Mission director. - Joe Volk, Administrative Coordinator, requested detailed point in time data; Rescue Mission refused to provide same. - Rescue Mission declined participation in Continuum of Care and HMIS.
	b. Increase the number of Permanent Housing Beds in the HMIS to 90% of total beds by integrating data from the Milwaukee County Shelter + Care projects (495 beds) into the HMIS.	100% of Permanent Housing beds covered by HMIS including Milwaukee County Shelter + Care.
4.2. Improve Housing Affordability policies and practices and address regulatory barriers.	a. Design a plan to support and lead local efforts to improve Housing Affordability policies and practices and address regulatory barriers.	- Housing Trust Fund endorsed by Milwaukee Mayor Tom Barrett and Milwaukee Common Council. - Joe Volk, CoC Administrative Coordinator, and Mike Soika, co-chair of CoC System Improvement and Convener, Housing Trust Fund Coalition, met with Martha Brown, Deputy Director of the Milwaukee Department of City Development regarding planned improvements in Milwaukee Housing Affordability policies and practices.
4.3. Decrease the number of inappropriate discharges from institutions (e.g. corrections, health care) to streets and shelters.	a. Establish a "Discharge Policy Compact" that would reflect institutions' signed commitment to preventing homelessness for their discharged consumers: - Convene inter-agency discharge policy work group; - Review alternative discharge policies from other cities.	Each of the relevant institutions, i.e. health care, foster care, corrections, and mental health, have established discharge protocols, policies, and procedures governed by state statute. In each case, established protocols require discharge planning to facilitate individuals' placement in safe housing with the exception of the local Milwaukee County House of Correction. In this case, local service providers, specifically Wisconsin Community Services and Justice 2000, both affiliated with the CoC, continue to work in collaboration with House of Correction officials to improve pre-release service planning.
	b. Draft policy for review by each institution and CoC; modify and accept.	See above.
	c. Develop HMIS capacity to chart inappropriate discharge into the shelters.	Quarterly HMIS reports track previous nights' stay.
	d. Eliminate 100% of the number of corrections and health care discharges to streets and shelters.	Improved HMIS coverage and quality permits quarterly reporting on this indicator which will facilitate long term trend analysis.
4.4. Significantly reduce the time it takes to enroll a consumer for SSI benefits.	a. Work with the Social Security Administration to permit selected homeless service providers authority to determine "presumptive eligibility" for qualified homeless individuals.	- Wisconsin Department of Workforce Development established specialized SSI Project operated locally by United Migrant Opportunity Services (UMOS) and Legal Action of Wisconsin to address application, advocacy, and legal representation needs of SSI-eligible individuals. - Health Care for the Homeless administers 3-year Social Security Administration grant to facilitate enrollment of 100 SSI-eligible individuals annually.
	b. Train SSA and homeless service providers on new "presumptive eligibility" protocol.	Health Care for the Homeless is providing information to other CoC members on the SSA/SSI process, including presumptive eligibility.
	c. Reduce by one-half the time it takes to enroll a consumer for SSI benefits.	Data from the Health Care for the Homeless SSA/SSI project and UMOS Project will be used to assess progress on this outcome in the coming year.
4.3. Increase the number of slots for AODA and mental health treatment.	a. Develop a plan for homeless persons with substance use and co-occurring mental health disorders to access the Milwaukee County Behavioral Health Division's new Access to Recovery program.	Recovery Support Coordination Teams established, employing 72 coordinators serving a total of 1,400 individuals with substance abuse and mental health needs.
	b. Reduce the number of untreated homeless persons with substance use disorders by 10%.	2nd biennial Homeless Survey (planned for September 2006) will measure this outcome

	c. Increase by 10% year (over next five years) the number of slots for AODA and mental health treatment.	AODA/mental health treatment available through Milwaukee County Behavioral Health Division Wiser Choice Program has increased from 300 to 1,400 slots, representing nearly a fivefold increase.
5.1. Coordinate care and resources for every consumer of homeless services.	a. Implement the Single Coordinated Care Plan approach to 100% of all homeless consumers with a substance use or co-occurring mental health disorder to assure that needs are comprehensively assessed and addressed, and that services and resources are coordinated across providers and systems.	- Recovery Support Coordination provides comprehensive assessment and wraparound support services for persons with substance abuse and/or mental health disorders. - Service available to 100% of homeless consumers with substance use or co-occurring mental health disorder.
	b. Develop a plan to identify resources to implement the Single Coordinated Care Plan approach to 100% of <u>all</u> homeless consumers.	15 case managers from 5 agencies trained in SCCP in 2004. - Trained case managers trained peers at home agencies. - Estimated 25% of homeless consumers currently involved in SCCP process.
	c. The number of referrals from 211 Milwaukee (24/7 resource and referral help line) who remain housed will increase by 10%/year over the next five years.	Improvements in HMIS coverage and quality will allow consistent monitoring of this outcome beginning in 2006.
	d. Demand will decrease the number of consumers accessing the shelter system by an average 10%/year over the next five years.	See above.
	e. Demand will reduce the number of homeless accessing meal programs by an average of 10%/year over the next five years.	Follow-up with meal programs necessary to track this indicator.
Other Homelessness Goals (Goals for the above priorities are the same as those for the chronic homeless (see above), expanded to the general population of homeless. The CoC believes that the pillars of its strategy for addressing chronic homelessness (housing, effective outreach, provision and coordination of services, access to mainstream resources and maintaining people in housing) are required for all homeless populations. Though resources will be targeted differently and more intensively for chronically homeless, the principles are the same.		
6.1. To improve the capacity of the CoC to function as a vehicle for collaborative planning, program implementation and accountability.	a. Develop a plan to improve and coordinate involvement of all four CoC jurisdictions (Milwaukee County, City of Milwaukee, West Allis and Wauwatosa).	All four jurisdictions are involved in CoC planning.
	b. Coordinate efforts with the CoC involvement and the following: Milwaukee Police Department, State Department of Corrections, Department of Workforce Development, and the Social Security Administration.	- Milwaukee Police Department conducts day to day outreach and referral, provided substantial assistance for January Point in Time street count. - Health Care for the Homeless and UMOS Projects to increase SSI utilization have improved communication with the Social Security Administration. - Additional work required to establish improved communications with State Departments, including Corrections and Workforce Development.
	c. Raise a minimum of \$20,000 in additional funding to support CoC operations and projects.	\$50,000 annual CoC budget \$30,000 raised from CoC members \$10,000 obtained from Community Development Block Grant \$10,000 obtained from Bader Foundation \$20,000 request currently being considered by City of Milwaukee to support Homeless Survey \$10,000 request currently being considered by United Way of Greater Milwaukee.

6.2 Develop broader community will to reduce homelessness.	a. Disseminate the Strategic Plan and its recommendations to the Milwaukee community.	- Strategic Plan disseminated via mail and email to 200 public and private entities. - Plan elements discussed in 2 radio appearances reaching an estimated audience of 40,000 listeners. Plan posted at: www.ymcamke.org/site/pp.asp?c=fkLQJ9MXKwH&b=1315493 .
	b. Develop and implement an education campaign for elected officials using the Strategic Plan, Homeless Survey and Street Count data.	- Major focus on creation of Housing Trust Fund (key component of strategic plan). - Appearance on WHAD, statewide public radio talk show. - Appearance on local urban issues call-in radio show. - Address before the Disability Rights Wisconsin/Mental Health Task Force annual conference. - Testimony given to the Milwaukee County Finance Committee; - Testimony given to Wisconsin State Senate Committee on Homelessness and Housing. - Video produced and disseminated to 200 metro Milwaukee organizations. See video at: http://www.ymcamke.org/site/pp.asp?c=fkLQJ9MXKwH&b=1315493
	c. Establish an ad hoc Public Awareness/Speakers Bureau to reach a minimum of 12 new audiences in the next year.	See above.
6.3. Improve the quality of data collection to support system planning and accountability.	a. Develop a plan with the State ServicePoint office to capitalize on their expertise to assist the CoC and its member agencies to extract relevant information from the HMIS.	- CoC HMIS Project staff regularly meets (monthly in person or via telephone conference) with Wisconsin Department of Commerce ServicePoint staff. - Training activities coordinated. - Significant improvement in local coverage and quality of HMIS.
	b. Develop and implement a plan to improve and monitor the quality and consistency of data collection and entry at the organization level.	- Monthly ServicePoint user group meetings conducted by CoC HMIS Project (6 meetings since start of Hope House administration of the CoC HMIS Project). 16 signed Memoranda of Understanding, allowing the CoC HMIS Project access to individual agency's data, significantly enhancing technical assistance and problem-solving capacity. 450 Shelter + Care units brought into the HMIS system, resulting in 100% coverage of Permanent Housing beds. - Emergency shelter HMIS coverage stayed constant at 52% due to Rescue Mission refusal to participate. - Transitional Housing coverage went from 91.8% to 98.3%. - Permanent Housing coverage went from 18.3% to 100.0%.

As part of the annual NOFA process the Milwaukee CoC reviewed its achievements for the year and created an updated goals chart for 2006 to advance its efforts to eliminate homelessness in Milwaukee. See Below:

2006 Milwaukee CoC Goals Chart

Objectives to End Chronic Homelessness and Move Families and Individuals to Permanent Housing	Local Action Steps (How are you going to do it? List action steps to be completed within the next 12 months.)	Measurable Achievement in 12 months	Measurable Achievement in 5 years	Measurable Achievement in 10 years	Lead Person (Who is responsible for accomplishing CoC Objectives?)
1. Create new PH beds for chronically homeless persons.	a) Establish a minimum of one (1) new SHP PH project with a minimum of 30 units annually.	1 new PH project established with 30 units minimum	5 new PH projects established totaling 150 units minimum	10 new PH projects established with 300 units minimum	Ken Schmidt, co-chair, CoC Housing Committee
	b) Establish the Housing Trust Fund as a viable source of funding for PH development.	Housing Trust Fund established with permanent housing development for homeless persons identified as a primary goal	\$500,000 in HTF funding secured for PH development	\$1,000,000 in HTF funding secured for PH development	Mike Soika, co-chair, CoC Systems Improvement Committee, and Convener, Housing Trust Fund Coalition
	c) Obtain private sector participation and investment in PH development.	Minimum of 2 development companies regularly attend CoC meetings (9 of 12 meetings)	Minimum of 1 new PH project developed as a partnership between a non-profit and a for-profit developer	Minimum of 2 new PH projects developed as partnerships between a non-profit and for-profit developer	Ann Oldenburg, co-chair, CoC Housing Committee
	d) Manage the CoC project portfolio to increase housing emphasis and decrease supportive services.	Achieve 60% or greater housing emphasis in the projects submitted for HUD funding	Achieve 65% or greater housing emphasis in the projects submitted for HUD funding	Achieve 75% or greater housing emphasis in the projects submitted for HUD funding	Tom Brophy, Co-chair, Milwaukee Continuum of Care
2. Increase percentage of homeless persons staying in PH over 6 months to 71%.	a. Maintain high performing (71%+) PH projects in the CoC.	High performing projects retained	High performing projects retained	High performing projects retained	Ann Oldenburg, co-chair, CoC Housing Committee
	b. Provide peer to peer technical assistance to PH projects experiencing retention problems so they will achieve the 71% standard.	1 additional PH project achieves 71% standard	3 additional PH projects achieve 71% standard	All PH projects achieve 71% standard	Ann Oldenburg, co-chair, CoC Housing Committee
	c. Establish and administer CoC sanctions to SHP PH renewal projects that fall below the 71% standard.	Renewal project scoring instrument reflects performance standard	Renewal process includes 71% standard as condition of application	Renewal process includes 71% standard as condition of application	Tom Brophy, chair, Milwaukee Continuum of Care
3. Increase percentage of homeless persons moving from TH to PH to 61%.	a. Maintain high performing (61%+) TH projects in the CoC.	High performing projects retained	High performing projects retained	High performing projects retained	Ann Oldenburg, co-chair, CoC Housing Committee
	b. Identify and address specific barriers to transition from TH to PH for participants in large single individual TH projects.	1 additional TH project achieve 61% standard	3 additional TH projects achieve 61% standard	All TH projects achieve 61% standard	Mike Soika, co-chair, CoC Systems Improvement Committee
	c. Establish and administer CoC sanctions to SHP TH renewal projects that fall below the 61% standard.	Renewal project scoring instrument reflects performance standard	Renewal process includes 61% standard as condition of application	Renewal process includes 61% standard as condition of application	Tom Brophy, chair, Milwaukee Continuum of Care

	d. Significantly increase the utilization by TH residents of mainstream resources that provide income necessary to sustain permanent housing.	Conduct analysis to determine causes of poor performance and implement appropriate remediation; and establish appropriate benchmarks for project improvement	50% of TH projects significantly improve their residents' utilization of mainstream resources according to established benchmarks	80% of TH projects significantly improve their residents' utilization of mainstream resources according to established benchmarks	Jeff Seider, co-chair CoC Prevention and Support Services Committee
4. Increase percentage of homeless persons becoming employed by 11%.	a. Secure the participation and investment of the Workforce Development Board (Private Industry Council), TANF program operators, and other employment programs in CoC meetings and activities.	1 new employment initiative involving a minimum of 15 homeless individuals developed and implemented as a result of increased employment sector participation in CoC; and 25% of exiting participants in 2007 renewals report employment income	Homeless individuals and adults in families incorporated as primary target of employment sector programs; and 30% of exiting participants in renewals report employment income	Homeless individuals and adults in families incorporated as primary target of employment sector programs; and 35% ² of participants in renewals report employment income	Tom Brophy, co-chair, Milwaukee Continuum of Care
5. Ensure that the CoC has a functional HMIS system.	a. Secure the participation of 100% of HUD-funded projects in the HMIS through the provision of technical assistance and renewal conditions	85% compliance with HMIS as confirmed by the Wisconsin Department of Commerce ServicePoint administrator; plan developed to address inclusion of Domestic Violence and Youth program data	100% HMIS compliance as confirmed by the Wisconsin Department of Commerce ServicePoint administrator	100% HMIS compliance as confirmed by the Wisconsin Department of Commerce ServicePoint administrator	Ken Schmidt, Director, HMIS Project/Hope House
	b. Provide quarterly HMIS reports to the CoC to track program participation and mainstream benefit utilization.	Quarterly reports provided for planning and evaluation purposes	Quarterly reports provided; trend data utilized by CoC for planning and evaluation purposes	Quarterly reports provided; trend data utilized for planning and evaluation purposes	Ken Schmidt, Director, HMIS Project/Hope House
	c. Utilize the HMIS for APR reporting and system-wide planning.	50% of HUD-funded projects use HMIS for APR	75% of HUD-funded projects use HMIS for APR	100% of HUD-funded projects use HMIS for APR	Ken Schmidt, Director, HMIS Project/Hope House

² The CoC's increasing emphasis on permanent housing for chronically homeless individuals with disabilities means that there will be a greater percentage of participants whose physical and/or mental health condition prevent them from employment; this goal and the 1, 5, and 10 year measurable achievements take this structural change into account by setting the employment standard at 25, 20%, and 35% respectively.

Other CoC Objectives in 2006					
1. Increase the community's understanding of homeless issues and strategies to end chronic homelessness.	a. Use biennial community homeless surveys of a minimum of 700 homeless individuals and family members to educate the public about homeless issues.	Results of 2 nd biennial Homeless Survey distributed via media, presentations, and written reports; information reaches a minimum of 50,000 community residents	Results of 3 rd biennial Homeless Survey distributed via media, presentations, and written reports; information reaches a minimum of 50,000 community residents	Results of 4 th biennial Homeless Survey distributed via media, presentations, and written reports; information reaches a minimum of 50,000 community residents	Mike Soika, co-chair, Co-chair, Systems Improvement Committee
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)	Consumers (minimum of 10) are fully incorporated into the ongoing activities and governance of the CoC (regular attendance, vote on matters before the CoC, and serve on all committees)	Steve Schultz, co-chair, CoC Systems Improvement Committee
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 Wlser 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	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	Jeanne Lowry, RN, Member, CoC Prevention and Support Services Committee
	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 150 units.	Increased supply of affordable housing by 300 units.	Joe Volk, CoC Administrative Coordinator

3. Matching Resources

- a. 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.

Sources of Match Requirements for ESG Funds

Agency	2006 ESG Amount	Matching Funds	Source of Matching Funds
American Red Cross	\$26,189	\$26,189	Milwaukee County, Red Cross unrestricted funds, CDBG
Community Advocates	\$48,980	\$48,980	CDBG, donations, HUD
Counseling Center of Milwaukee	\$21,157	\$21,157	CDBG, donations (from community), United Way, private fund development
Daystar Secondary Housing for Battered Women	\$29,514	\$29,514	CDBG, in-kind donations
Family Crisis Center (SDC)	\$101,790	\$101,790	United Way, Community Service Block Grant, CDBG
Guest House Emergency Shelter	\$100,522	\$100,522	FEMA, CDBG
HOPE House	\$89,526	\$89,526	CDBG, donations and gift in-kind donations
La Causa Family Center	\$30,975	\$30,975	CDBG, fundraising, private donations, Community Advocates
Milwaukee Women's Center	\$83,413	\$83,413	CDBG, State of Wisconsin (Dept. Of Health & Human Services) United Way
Salvation Army	\$99,882	\$99,882	United Way, CDBG, FEMA, State Shelter Subsidy, Donations, Salvation Army allocation
Sojourner Truth House	\$54,521	\$54,521	CDBG, private contributions
Walker's Point Youth & Family Center	\$23,792	\$23,792	CDBG, volunteer in-kind contributions
YWCA Transitional Housing	\$44,254	\$44,254	CDBG, donations

b. Homeless Discharge Coordination

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.

Explain how your government is instituting a homeless discharge coordination policy, and how ESG homeless prevention funds are being used in this effort.

The CoC, through its' Health Committee, which is headed by the Director of the Milwaukee American Outreach Nursing Center, is continuing to conduct discharge coordination education workshops with a number of entities that serve the homeless. On a monthly basis, Health Committee members provide in-service programs at area hospitals, law enforcement and government agencies and other entities that serve homeless persons.

For example, in 2006 and continuing into 2007, the Committee collaborated with the Milwaukee County Department of Aging to develop better systems for care for homeless older adults. The group will also continue its series of in-service training sessions at local hospitals to present appropriate discharge procedures to Milwaukee's shelters/transitional housing programs. With the Milwaukee County Behavior Health Division and the CoC Health Committee's leadership and example, Milwaukee will continue to develop a consensus driven "Discharge Policy Compact," that will reflect institutions' signed commitment to preventing homelessness for the consumers discharged from their care.

4. State Method of Distribution

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

Not applicable to the City of Milwaukee.

5. Activity and Beneficiary Data

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

Consolidated Plan Priority Goals/Objectives: Shelter & Community Services for Homeless and Special Needs Populations to promote stable housing, economic self-sufficiency, personal well-being and family stability.

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

CDBG & ESG-Funded Activity	Second-Year Goal	Actual (#served)
Emergency shelter and services for runaway and troubled youth and respite care for abused and/or neglected children	1,094	1,035
Emergency and transitional shelter and supportive services for families and individuals (includes battered spouses and their children)	6,508	6,624
Legal assistance, case management and related supportive services for victims of domestic abuse	5,438	3,633
Total	13,040	11,354 (includes CDBG & ESG funds)

COMMUNITY DEVELOPMENT

1. 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.

2. 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.
- (b) Evaluate progress made toward meeting goals for providing affordable housing using CDBG funds, including the number and types of households served.
- (c) Indicate the extent to which CDBG funds were used for activities that benefited extremely low-income, low-income, and moderate-income persons.

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, 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 2006 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 for direct activity to address priorities as outlined in the HCD Strategy.

CHART A

PROGRAMS PROMOTING SAFE, WELL-MAINTAINED NEIGHBORHOODS

Consolidated Plan Priority	Funded Activity	Funding	Priorities Addressed
Blight Elimination	*Acquire/Rehab/Sell; New home construction *Brownfield remediation *Land management, Demolition/Spot acquisition	In 2006, \$3.5M 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. \$141,799 was allocated to remediate brownfields and \$1.4M was allocated for land management, spot acquisition/ demolition of nuisance/blighted properties	A total of 21 units were rehabbed under Acquire/Rehab/Sell. 12 properties were remediated using Brownfields funds. Blighted properties were acquired for reuse/redevelopment under the Demolition/Spot Acquisition program.
	Commercial Rehabilitation	\$150,000 was allocated in CDBG funds for storefront facade improvement grants and for minor/exterior repairs.	9 facades were completed.
Strengthen Milwaukee's Communities through citizen participation	* Crime Prevention * Drug house abatement * Youth diversion * Youth safe havens * Tenant training/ Assistance * Elderly home care * Block clubs * Community Justice Centers * Operation Safe Neighborhoods * Community Prosecution * Youth Employment * Weed & Seed	In 2006, the City allocated more than \$4M 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, 37,458 youth benefited from youth programming, safe havens and Summer Youth programs; 8,933 residents participated in NSP and crime prevention initiatives; 3,041 participated in landlord training and tenant assistance; 251 elderly received home interior/ exterior services and participated in social activities, helping them to remain in their homes and 1,096 persons received services through the Community Justice Centers.
Eliminate Graffiti on Public & Private Property	Graffiti Abatement Program	\$98,500 in CDBG funds was allocated to abate Graffiti on public and private property.	A total of 5,186 graffiti complaints were processed by the City. A total of 1,407 units received graffiti abatement. (1 unit = 100 square feet)
Expand City Efforts to Combat Lead Hazards	City-Wide Lead Abatement/Prevention Program	\$750,063 in CDBG funds was allocated for lead abatement/ prevention efforts	522 properties received lead prevention/ abatement/ services.

Source: 2006 CDGA Program Files

- a. Evaluate progress made towards meeting goals for providing affordable housing using CDBG funds, including the number and types of households served.
- b. Indicate the extent to which CDBG funds were used for activities that benefited extremely low-income, low-income, and moderate-income persons.

Coordination of Public and Private Resources: High Priority

In 2006, 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.

As can be seen in the following examples, the City was successful in coordinating and maximizing Federal grant funds with other forms of public and private investments as well as meeting priorities identified 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 2006, **593** 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 2006, 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.

Rental Housing: The HCD 5-Year Strategy identified two high priorities:

Expand efforts to assist public housing and Section 8 residents to move to private market unsubsidized housing and support the development and maintenance of affordable rental units, especially for large families.

Housing Authority Homeownership Initiatives

During 2006, 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.

Development and Maintenance of Affordable Rental Housing

During 2006, 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.

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

- ❖ *Rental Rehabilitation Loan Program* - which provides forgivable loans to landlords for the rehabilitation of rental units occupied by low and moderate income households.

- ❖ *Buy in Your Neighborhood Program* - which 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 Abatement Programs, Mediation programs, Safe Streets Now and the Department of Neighborhood Services' aggressive Code Enforcement program.

HOME OWNERSHIP AND RENTAL HOUSING PROGRAMS

<i>Consolidated Plan Priority: Improve Milwaukee's Housing Stock; Develop & Maintain Affordable, Quality, Decent Owner-Occupied and Rental Housing Units</i>		
CDBG and HOME Funded Activities		Priorities Addressed in 2006
Neighborhood Improvement Project	The NIP program provided forgivable loans to low-income homeowners for home repair work. In 2006, over \$4.8M in CDBG and HOME funds was allocated.	133 units in need of major repair were brought into compliance with City building codes.
Housing Production (Acquire/Rehab/ Sell, New Construction)	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 2006, \$3.5M in CDBG/HOME funds was allocated to this initiative.	21 units of housing were constructed.
FRESHSTART/YouthBuild Housing Construction Program	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.	1 unit of housing was constructed.
Rental Rehabilitation	This program provides forgivable loans to landlords for rehab of rental units occupied by low/moderate income households.	92 rental rehab units were completed.
American Dream Downpayment Initiative	A total of \$106,447 in HOME funds was allocated to this project which provides downpayment and closing cost assistance for first time homebuyers.	27 households were assisted.
Homebuyer Counseling	In 2006, \$300,000 in CDBG funds was allocated to assist first-time homebuyers.	201 first-time home buyers closed on loans.
Fair Housing & Fair Lending programs	These programs provided funding to further nondiscriminatory housing and lending practices in Milwaukee. \$174,000 in CDBG funds was allocated.	384 fair housing/fair lending complaints were investigated.
Problem Property Receivership Program	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 2005, \$80,473 in CDBG funds was allocated.	593 complaints about nuisance properties were inspected for action and resolution.
Property Mgt./ Landlord/Tenant Training/Tenant Assistance	These programs trained landlords on being a good landlord and effective property management. Tenants received training through tenant training seminars and were assisted with rent withholding/abatement. In 2006, \$318,735 was allocated to these programs.	1,727 landlords participated in the Landlord Training Program. 1,314 residents participated in the Tenant Assistance Program.

Source: 2006 CBGA Program Records

2. Changes in Program Objectives

- c. 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.

For 2006, the City again funded activities with a continued focus on involving residents in neighborhood improvement efforts such as block clubs, crime prevention initiatives, neighborhood cleanups, nuisance abatement activities and linking with the Building Inspection Liaison Program in the performance of housing surveys. In addition, NRSA Coordinating Agencies were required to coordinate meetings for CDBG-funded service providers to inform residents of available services and report on follow-up activities.

The Community and Economic Development Committee, which is the official oversight body governing Federal Block Grant funds, adopted the 2006 Funding Allocation Plan on *September 16, 2005*, which determined the various 2006 funding categories. Funding recommendations were subsequently approved by the Community and Economic Development Committee on *November 8, 2005* and ratified by the Milwaukee Common Council on *November 15, 2005*.

2006 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 for citizens

2006 Community Development Funding Categories

❖ Public Service (jobs, elderly, community justice centers, English proficiency) ❖ Community Organizing; NSP Crime Prevention ❖ Large Impact Developments ❖ Economic Development ❖ Youth Services ❖ Homebuyer Counseling ❖ Homeless Shelters ❖ Housing & Related Services ❖ Health Services ❖ Rat Infestation Abatement ❖ Lead Based Paint Abatement; Reduction	❖ Landlord Training & Tenant Assistance ❖ Technical Assistance for community-based agencies ❖ Code Enforcement ❖ Graffiti Abatement ❖ Façade Improvements ❖ Fair housing/lending enforcement & education ❖ Brownfield Initiatives ❖ Neighborhood Cleanups ❖ Vacant lot redevelopment ❖ Community Prosecution Unit
---	---

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 2006 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, subrecipients, community-based organizations and elected officials.
- ❖ Maintain the creation of new and vibrant economic engines in the Target area such as the Retail Investment Fund, the Large Impact Development Fund 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; provided technical assistance to CHDOs, allow CHDOs to use CHDO operating proceeds to increase capacity and help provide agency operating capital.

3. 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.

(a) The City of Milwaukee pursued all resources that it indicated it would pursue and was successful in obtaining the following grants:

Name of Grant Award	Award Amount
High Intensity Drug Trafficking Areas (HIDTA)	\$745,000
Housing Opportunities for Persons with AIDS	487,000
Weed & Seed-Historic Clarke Square	175,000
Milwaukee Gang Reduction Grant	247,500
Juvenile Accountability Block Grant	571,739

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

2006 - Certifications of Consistency with the Consolidated Plan

Applicant	Project	Federal Program
Housing Authority of the City of Milwaukee	YouthBuild	YouthBuild
Housing Authority of the City of Milwaukee	Building Assets for the Future – Milwaukee’s Public Housing: Family Self Sufficiency Program	Public Housing: Family Self Sufficiency
Housing Authority of the City of Milwaukee	Neighborhood Network Center at Cherry Court	Public Housing Neighborhood Networks
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	Convent Hill Neighborhood Networks Center	Public Housing Neighborhood Networks 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

Applicant	Project	Federal 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
Urban Strategies	Technical Assistance to CHDOs	HOME Investment Partnerships Program Technical Assistance
Urban Strategies	Community Development Technical Assistance	Supportive Housing Program-Homeless Technical Assistance
Career Youth Development	Homeownership Counseling-Pre-purchase and Post Purchase	HUD Super NOFA
Housing Resources	Homeownership Counseling	HUD Super NOFA
Northcott Neighborhood House	YouthBuild	YouthBuild Program
Dr. Howard Fuller Education Foundation	YouthBuild	YouthBuild Program
No Middle Ground, NMG	YouthBuild	YouthBuild Program
Community Advocates	Stable Housing for Individuals with Disabilities	Continuum of Care Supportive Housing Program
Community Advocates	Protective Payment for Families & Individuals	Continuum of Care Supportive Housing Program
Open Gate	Transitional Housing	Continuum of Care Supportive Housing Program
Community Advocates	Permanent Housing	Continuum of Care Supportive Housing Program
HOPE House	Milwaukee CoC HMIS Project	Continuum of Care Supportive Housing Program
HOPE House	Transitional Housing Project	Continuum of Care Supportive Housing Program
Salvation Army	Respite Care	Continuum of Care Supportive Housing Program
Salvation Army	Winterstar Transitional Housing	Continuum of Care Supportive Housing Program
YWCA of Greater Milwaukee	Transitional Housing Project	Continuum of Care Supportive Housing Program
Milwaukee County Behavioral Health Division	My Home Housing Program	Continuum of Care Shelter Plus Care Program
St. Catherine Residence	Permanent Housing for Homeless Women	Continuum of Care Supportive Housing Program
Walker's Point Youth & Family Center	Transitional Living Program for Homeless Youth	Continuum of Care Supportive Housing Program
Matt Talbot Recovery Center	Transitional Development Project	Continuum of Care Supportive Housing Program
Health Care for the Homeless	FAITH II Transitional Housing Project	Continuum of Care Supportive Housing Program

Applicant	Project	Federal Program
Health Care for the Homeless	FAITH III Transitional Housing Project	Continuum of Care Supportive Housing Program
Milwaukee County Dept. of Health & Human Services	ANET Program	Continuum of Care Supportive Housing Program
My Home, Your Home, Inc.	Lissy's Place	Continuum of Care Supportive Housing Program-Renewal Project
Sojourner Truth House, Inc.	<i>Transitions</i> Program	Continuum of Care Supportive Housing Program
Social Development Commission	Homeless Family Friends Program	Continuum of Care Supportive Housing Program
American Red Cross	Autumn West Safe Haven	Continuum of Care Supportive Housing Program
American Red Cross	Autumn West Safe Haven Expansion	Continuum of Care Supportive Housing Program
Wisconsin Dept. of Veterans Affairs	Veterans Assistance Program	Continuum of Care Supportive Housing Program
Milwaukee County	ANET	Continuum of Care Supportive Housing Program
Milwaukee County	My Home Housing Program-Shelter Plus Care/TRA	Shelter Plus Care
Meta House	Meta House-Permanent Housing-Phase III	Continuum of Care Supportive Housing Program
Meta House	Meta House-Permanent Housing-Phase IV	Continuum of Care Supportive Housing Program
St. Amelian-Lakeside	Permanent Housing Project	Continuum of Care Supportive Housing Program
Milwaukee Women's Center	Second Stage Program	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
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

(c) The City of Milwaukee did not hinder Consolidated Plan implementation by action or willful inaction. Information provided in the 2006 CAPER shows that the City of Milwaukee did not hinder Consolidated Plan implementation by action or willful inaction.

4. For Funds Not Used for National Objectives

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

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.

5. 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.
- b.** Describe steps taken to identify households, businesses, farms or nonprofit organizations who 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.
- c.** Describe steps taken to ensure the timely issuance of information notices to displaced households, businesses, farms, or nonprofit organizations.

(a) The use of CDBG and HOME funds can trigger relocation in two types of acquisition: housing production administered by CBO's 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.

(b) Spot acquisition and Acquire/Rehab/Sell activities have been restricted to vacant lands, eyesores and property that is suitable for rehabilitation. In 2006, there were no displacements from these activities.

(c)(d) 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. There were no displacements in 2006.

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.
- b.** List by job title of all the permanent jobs created/retained and those that were made available to low/mod persons.
- c.** If any of jobs claimed as being available to low/mod persons require special skill, work experience, or education, provide a description of steps being taken or that will be taken to provide such skills, experience, or education.

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.

Sample listing of jobs taken by low/moderate-income persons

Brake Machine Operator	Loan Originator
Carpenter	Medical Assistant
CNC Operator	Baker
Operating Engineer	Meat Processor
Engine Lathe Machinist	Cake Decorator
Machine Operator	Certified Nursing Assistant
Assembly Tech.	Project Manager
Optician	Forklift Driver
Brake Helper	Barber
Material Handler	Customer Service Rep.
Janitor	Welder

Sample Listing of Employers Assisted with CDBG Funds to Create New Businesses and New Jobs

Clinica Latina, S.C.	Sanchez Painting
Color Painting Company	Scotty's Construction LLC
Computers Latin PC	Sparkling Little Stars Child Care
Contemporary Renovations, LLC	T-Marie's Multicultural Child Care
F & C Contractors, LLC	Tornado Trucking
Foamtek	Tosic LLC
G & I Heating & Cooling	Wenniger Compressor Co.
G.H. Contractor	Window Cleaning by German
Guarding Your Angels, Inc.	Frentzel Products, Inc.
Hacienda Real	Annoited Cleaners, LLC
JPS Quality Painting	Blue Moon Childcare
La Flor de Trigo, LLC	Bueno Del Mundo
Montoya's DJ	Chamness Group
Pour Toujour Events Planning	Hernandez Design
Rigo's Glass Block & Color Supplies	SAP Seafood LLC

Sample Listing of Employers Hiring Area Residents in 2006

AllCast, Inc.	Kenro Inc.
American Ornamental Iron	Kingman Construction Co.
Aramark	Klement's Sausage
ATACO Steel Products	Kohl's Dept. Store
Badger Meter	La Macchia Enterprises Inc.
Berenz Packaging Corp.	Lena's Food Market
Bradley Corp.	Maynard Steel
Briggs & Stratton	Metal Tek International
Capital Returns	Metro-Clean Corp.
Chocolate Factory	Mid-City Foundary
Clean Power	Midwest Enclosure
Colder's	Midwest Iron & Metal Co.
Columbia St. Mary's	Milsco Manufacturing
Creative Living Environments	Mr. Perkin's Family Resturant
Dai Shin Technologies, Inc.	OutPost Natural Foods
DD Sling & Supply	Physician's Mutual
Derco Aerospace Inc.	PMC, Inc.
Empire Level Mfg. Corp.	Production Stamping Corp
Family Dollar	Raybar, Inc.
Fed Ex Ground	Rotaform
Foley & Lardner	S. Pivar & Son's Inc.
Franchise Food Service	Speed Queen
General Thermo Dynamics	St. Joseph Medical Center
Gorman & Co.	Sunlite Plastics
Harley-Davidson	Super Steel
Hobart Corp.	Thomas Mason Co. Inc.
Hoffer's Cleaning Inc.	Timber Creek Resources
Infinitive Inc.	Time Warner Cable
International CNC Machining Inc.	Tramont Corporation
J.F. Cook Company, Inc.	United Taxi Cab
J.P. Cullen & Sons	Western Waterproofing Co. Inc.
Kelmann Corp.	Wisconsin Athletic Club

In addition, in 2002, Milwaukee was selected by the U.S. Department of Housing and Urban Development (HUD) as one of 40 communities nationwide designated as a Renewal Community(RC). The primary purpose of the RC is for businesses to receive tax incentives to spur economic development and job growth within the RC target area. Milwaukee's Renewal Community spans an area of more than 120,000 residents and the designation will last through December 31, 2009.

The following RC activities were conducted in 2006:

- ❖ Developed tools for tax incentive community education and outreach.

- ❖ Educated and provided technical assistance on available tax benefits to **5,650** Renewal community businesses, professionals, services providers and workforce development agencies.
- ❖ Educated non-profits in working with businesses that can claim available RC tax incentives.

Low/Mod Limited Clientele Activities – for activities not falling within one of the categories of presumed limited clientele low and moderate income benefit

a. Describe how the nature, location, or other information demonstrates the activities benefit a limited clientele at least 51% of whom are low- and moderate-income.

CDGA did not undertake any activities in 2006 which served a limited clientele not falling within one of the categories of presumed limited clientele low/moderate income benefit.

6. Lump sum agreements

- a. Provide the name of the financial institution.
- b. Provide the date the funds were deposited.
- c. Provide the date the use of funds commenced.
- d. Provide the percentage of funds disbursed within 180 days of deposit in the institution.

Not applicable to the City of Milwaukee.

7. Housing Rehabilitation – for each type of rehabilitation program for which projects/units were reported as completed during the program year:

- a. Identify the type of program and number of projects/units completed for each program.
- b. Provide the total CDBG funds involved in the program.
- c. Detail other public and private funds involved in the project.

(a)(b)(c) The types of rehabilitation programs funded with CDBG funds are Neighborhood Improvement Programs (NIPs), Housing Production, Rental Rehab and Owner-Occupied Housing Rehab. The following chart indicates program type, CDBG and private funds allocated for each program.

Program	CDBG Funds	Total Units	Private Leverage
Neighborhood Improvement Program (NIP)(includes DNS)	\$1,345,612	133	Not applicable
Housing Production	\$420,000	21	\$1,404,356
American Dream Downpayment Initiative (ADDI)	\$50,000	27	\$1,639,010
Rental Rehab	N/A (HOME funded)	92	629,335

NEIGHBORHOOD REVITALIZATION STRATEGIES

Neighborhood Revitalization Strategies – for grantees that have HUD-approved neighborhood revitalization strategies:

a. Describe progress against benchmarks for the program year.

For grantees with Federally-designated EZs or ECs that received HUD approval for a neighborhood revitalization strategy, reports that are required as part of the EZ/EC process shall suffice for purposes of reporting progress.

The City of Milwaukee has HUD-approved neighborhood revitalization strategies for two NRSA areas. (*See Map and census tracts located in the Appendix*).

The goal is to involve residents and stakeholders in planning and prioritizing activities to help make each of the neighborhoods strong, safe and economically sound places in which to live and do business and bring accountability to how dollars are spent.

The following benchmark categories were identified from the planning process as essential to a vibrant and livable community for residents of NRSA 1 and NRSA 2:

- **Crime, Public Safety and Security**
- **Business Development/Job Creation**
- **Housing**
- **Youth**
- **Employment and Employment Training**
- **Education**
- **Neighborhood Strategic Planning**
- **Environment and Land Use**
- **Community Development**

PERFORMANCE MEASUREMENTS-BENCHMARKS – NRSA 1 INCREASE ECONOMIC VITALITY

Objectives: Create jobs through aggressive economic development, eliminate employment barriers, foster new business creation and expansion, advocate for programs, target resources.

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

STRATEGY	ACTIVITY*	BENCHMARKS**	PARTNERS/RESOURCES
Create family-supporting jobs through aggressive economic development activities. Support and be a partner in job creation efforts such as the Emerging Business Enterprise Program, small business incubators, the Retail Investment Fund, Large Impact Developments (LIDs), the various Revolving Loan Funds to provide loans and grants to businesses to facilitate business and job creation. Foster investment and cluster developments in neighborhood commercial areas; redevelop/rehab retail sites; support redevelopment of residential, commercial and industrial Brownfield sites to facilitate new job creation.	Emerging Business Enterprise Program, Retail Investment Fund, Large Impact Developments (LIDs), Special Economic Development activities Renewal Community Tax Incentives and revolving loan funds for businesses; Milwaukee Mainstreet Program, Brownfields Remediation & Redevelopment.	<u>Short Term</u> Create new full time jobs Establish new businesses; expand existing businesses	Non profit special economic development community-based agencies; various <i>Revolving Loan Funds</i> operated by community-based agencies and the Milwaukee Economic Development Corporation (MEDC); Burleigh Street, N. 27th Street Mainstreet Districts; LISC; area commercial businesses; lenders; Business Improvement Districts; City, Dept. of City Development; State of Wisconsin; Menomonee Valley Partners
		<u>Long Term</u> Contribute to the increase in the tax base in NRSA 1 by 5%	
Support workforce development and initiatives which assist in removing employment barriers for low-income households.	Skilled Job Training & Placement & Job Placement; Community Justice Centers; English-as-a-Second Language; Wrap around social services; library technology services; transportation services	<u>Short Term</u> Train & place low income residents into jobs <u>Long Term</u> Increase Economic Vitality	Non-profit community-based agencies; Milwaukee Area Technical College, University of Wisconsin, Select Milwaukee, Howard Fuller Educational Foundation, New Concept Self Development Center
** See Annual Action Plans for each year's numerical benchmarks and funding leverages <u>Short Term</u> –Activities proposed on an annual basis; <u>Long Term</u> - Outcomes expected after five years.			

PERFORMANCE MEASUREMENTS-BENCHMARKS – NRSA 1 AFFORDABLE, SAFE & DECENT HOUSING

Objectives: Create and maintain affordable homeownership opportunities and affordable, quality, rental housing for community residents.

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

STRATEGY	ACTIVITY*	BENCHMARKS**	PARTNERS/RESOURCES
Increase the availability of affordable, safe & decent housing Improve the condition and affordability of rental housing in Milwaukee	Housing Production & Owner-Occupied Rehab Programs; Targeted Investment Neighborhoods; Neighborhood Improvement Programs(NIPs); Tool Loan; Home Source; Minor Home Repair; FOCUS Fire Prevention Education; Lead Prevention/Abatement; Rental rehabilitation; Code Enforcement; Landlord/Tenant programs; Receivership of nuisance properties; Fair Housing Enforcement/Education; graffiti abatement	<u>Short-Term</u> Construct and/or rehab affordable, safe & decent housing units for low/moderate income (LMI) residents Bring LMI rental units in need of repair into code compliance & create long term affordability	Non-profit community-based agencies and housing producers; homeowners; landlords; City departments; lenders; Wisconsin Housing & Economic Development Authority (WHEDA)
Create new homeownership opportunities for low income residents	Homebuyer Counseling; homebuyer downpayment & closing costs assistance; credit repair & budgeting; Provide services to persons to help resolve fair housing & fair lending complaints.	Assist LMI households become first-time homebuyers <u>Long-Term</u> Contribute to the increase in owner occupancy rates in NRSA 1 by 10%	Non-profit homebuyer counseling agencies; City; lenders; other government agencies
** See Annual Action Plans for each year's numerical benchmarks and funding leverages <u>Short Term</u> –Activities proposed on an annual basis; <u>Long Term</u> - Outcomes expected after five years.			

**PERFORMANCE MEASUREMENTS-BENCHMARKS – NRSA 1
IMPROVE NEIGHBORHOOD QUALITY OF LIFE**

Objectives: Reduce the number of poverty level families, coordinate with other programs and services to improve neighborhoods and the overall quality of life for residents.

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

STRATEGY	ACTIVITY*	BENCHMARKS**	PARTNERS/RESOURCES
Address the various issues facing youth such as: unemployment, education issues, truancy, crime and violence, teen pregnancy.	Youth programming; Youth Internship Employment Program; FRESHSTART Housing Apprenticeship program; job training programs; Safe havens; crime prevention initiatives	<u>Short Term</u> Provide youth with various services (safe havens, tutoring; academics; teen pregnancy prevention; job assistance) <u>Long Term</u> Improved quality of life for residents Increased economic vitality	Non-profit community-based youth-serving agencies; City; Milwaukee Public Schools; Milwaukee Youth Council; Private Industry Council; Safe & Sound; Milwaukee Police Department
Improve access to health care services, health education and training, primary care, prevention and outreach services for LMI residents.	Health services for uninsured & underinsured residents; Healthy Family/Health Infant programs; Milwaukee AIDS Initiative; Communicable disease reduction programs	<u>Short-Term</u> Increase access to health services for low income residents to increase employability Provide intensive case management for high-risk pregnant women to help reduce the infant mortality rates <u>Long Term</u> Improved quality of life for residents Increased economic vitality	Community-based health providers; City Health Department
** See Annual Action Plans for each year's numerical benchmarks and funding leverages <u>Short Term</u> –Activities proposed on an annual basis; <u>Long Term</u> - Outcomes expected after five years.			

**PERFORMANCE MEASUREMENTS-BENCHMARKS – NRSA 1
IMPROVE NEIGHBORHOOD QUALITY OF LIFE**

Objectives: Reduce the number of poverty level families, coordinate with other programs and services to improve neighborhoods and the overall quality of life for residents.

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

STRATEGY	ACTIVITY*	BENCHMARKS**	PARTNERS/RESOURCES
Promote neighborhood resident involvement, stability and pride through quality of life programs that foster community collaboration and lead to neighborhood self-reliance. Improve the area’s social conditions, safety, physical appearance and living environment.	Community organizing; Crime prevention programs; Neighborhood Strategic Planning; Community Prosecution Unit; community neighborhood cleanups, graffiti abatement; landlord/tenant training; senior services	<u>Short Term</u> Support of NRSA 1 coordinating agencies’ role in the planning process Involve residents in community improvement initiatives, crime prevention, train neighborhood leaders	Non-profit community based coordinating agencies for neighborhood planning; community organizing & crime prevention agencies; residents; faith-based entities; businesses; City departments, Milwaukee Police Dept.; Dept. of Neighborhood Services; District Attorney’s office
		<u>Long Term</u> Improved quality of life for residents Increased economic vitality	
** See Annual Action Plans for each year’s numerical benchmarks and funding leverages <u>Short Term</u> –Activities proposed on an annual basis; <u>Long Term</u> - Outcomes expected after five years.			

PERFORMANCE MEASUREMENTS-BENCHMARKS – NRSA 2 INCREASE ECONOMIC VITALITY

Objectives: Create jobs through aggressive economic development, eliminate employment barriers, foster new business creation and expansion, advocate for programs, target resources.

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

STRATEGY	ACTIVITY*	BENCHMARKS**	PARTNERS/RESOURCES
Create family-supporting jobs through aggressive economic development activities. Support and be a partner in job creation efforts such as the Emerging Business Enterprise Program, small business incubators, the Retail Investment Fund, Large Impact Developments (LIDs), the various Revolving Loan Funds to provide loans and grants to businesses to facilitate business and job creation. Foster investment and cluster developments in neighborhood commercial areas; redevelop/rehab retail sites; support redevelopment of residential, commercial and industrial Brownfield sites to facilitate new job creation.	Emerging Business Enterprise Program, Retail Investment Fund, Large Impact Developments (LIDs), Special Economic Development activities; Renewal Tax Incentives and Revolving Loan Funds for businesses; Milwaukee Mainstreet Program, Business Façade Improvements; Brownfields Remediation & Redevelopment.	<u>Short Term</u> Create new full-time jobs Establish new businesses; expand existing businesses	Non profit special economic development community-based agencies; various <i>Revolving Loan Funds</i> operated by community-based agencies and the Milwaukee Economic Development Corporation (MEDC); Layton Blvd. and Lincoln Village Mainstreet; area commercial businesses; LISC; lenders; Business Improvement Districts; City, Dept. of City Development; State of Wisconsin; Menomonee Valley Partners
		<u>Long Term</u> Contribute to the increase in the tax base in NRSA 2 by 5%	
Support workforce development and initiatives which assist in removing employment barriers for low-income households.	Skilled Job Training & Placement & Job Placement Programs; Community Justice Centers; English-as-a-Second Language; transportation services; wrap around social services.	<u>Short Term</u> Train & place residents into jobs <u>Long Term</u> Increase economic vitality	Non-profit community-based agencies; Milwaukee Area Technical College, University of Wisconsin, Select Milwaukee, Community Justice Centers
** See Annual Action Plans for each year's numerical benchmarks & funding leverages <u>Short Term</u> –Activities proposed on an annual basis; <u>Long Term</u> - Outcomes expected after five years.			

PERFORMANCE MEASUREMENTS-BENCHMARKS – NRSA 2 AFFORDABLE, SAFE & DECENT HOUSING

Objectives: Create and maintain affordable homeownership opportunities and affordable, quality, rental housing for community residents.

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

STRATEGY	ACTIVITY*	BENCHMARKS**	PARTNERS/RESOURCES
Increase the availability of affordable, safe & decent housing Improve the condition and affordability of rental housing in Milwaukee	Housing Production & Owner-Occupied Rehab Programs; Targeted Investment Neighborhoods; Neighborhood Improvement Programs (NIPs); Tool Loan; Home Source; Minor Home Repair; FOCUS Fire Prevention Education; Lead Prevention/Abatement; accessibility programs for disabled; Rental rehabilitation; Code Enforcement; Landlord/Tenant programs; Receivership of nuisance properties; graffiti abatement	<u>Short-Term</u> Construct and/or rehab affordable, safe & decent housing units for Low/moderate income (LMI) residents Bring LMI rental units in need of repair into code compliance & create long term affordability	Non-profit community-based agencies and housing producers; homeowners; landlords; City departments; lenders; Wisconsin Housing & Economic Development Authority (WHEDA)
Create new homeownership opportunities for low income residents	Homebuyer Counseling; homebuyer downpayment & closing costs assistance; credit repair & budgeting; Provide services to persons to help resolve fair housing & fair lending complaints.	Assist LMI households become first-time homebuyers <u>Long-Term</u> Contribute to the increase in owner occupancy rates in NRSA 2 by 10%	Non-profit homebuyer counseling agencies; City; lenders; other government agencies
** See Annual Action Plans for each year's numerical benchmarks and funding leverages <i>Short Term</i> –Activities proposed on an annual basis; <i>Long Term</i> - Outcomes expected after five years.			

**PERFORMANCE MEASUREMENTS-BENCHMARKS – NRSA 2
IMPROVE NEIGHBORHOOD QUALITY OF LIFE**

Objectives: Reduce the number of poverty level families, coordinate with other programs and services to improve neighborhoods and the overall quality of life for residents.

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

STRATEGY	ACTIVITY*	BENCHMARKS**	PARTNERS/RESOURCES
Address the various issues facing youth such as: unemployment, education issues, truancy, crime and violence; teen pregnancy.	Youth programming; Youth Internship Employment Program; FRESHSTART Housing Apprenticeship program; job training programs; Safe havens; crime prevention initiatives	<u>Short Term</u> Provide youth with various services (safe havens, tutoring; academics; teen pregnancy prevention; job assistance)	Non-profit community-based youth-serving agencies; City; Milwaukee Public Schools; Milwaukee Youth Council; Private Industry Council; Safe & Sound; Milwaukee Police Department
		<u>Long Term</u> Improved quality of life for residents Increased economic vitality	
Improve access to health care services, health education and training, primary care, prevention and outreach services for LMI residents.	Health services for uninsured & underinsured residents; Healthy Family/Health Infant programs; Milwaukee AIDS Initiative; Communicable disease reduction programs	<u>Short-Term</u> Increase access to health services for low income residents to increase employability Provide intensive case management for high-risk pregnant women to help reduce the infant mortality rates	Community-based health providers; City Health Department
		<u>Long Term</u> Improved quality of life for residents Increased economic vitality	

**** See Annual Action Plans for each year's numerical benchmarks and funding leverages**

Short Term -Activities proposed on an annual basis; Long Term - Outcomes expected after five years.

**PERFORMANCE MEASUREMENTS-BENCHMARKS – NRSA 2
IMPROVE NEIGHBORHOOD QUALITY OF LIFE**

Objectives: Reduce the number of poverty level families, coordinate with other programs and services to improve neighborhoods and the overall quality of life for residents.

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

STRATEGY	ACTIVITY*	BENCHMARKS**	PARTNERS/RESOURCES
Promote neighborhood resident involvement, stability and pride through quality of life programs that foster community collaboration and lead to neighborhood self-reliance. Improve the area’s social conditions, safety, physical appearance and living environment.	Community organizing; Crime prevention programs; Neighborhood Strategic Planning; Community Prosecution Unit; community neighborhood cleanups, graffiti abatement; landlord/ tenant training; senior services	<u>Short Term</u> Support of NRSA coordinating agencies’ role in the planning process Involve residents in community improvement initiatives, crime prevention, train neighborhood leaders	Non-profit community based coordinating agencies for neighborhood planning; community organizing & crime prevention agencies; residents; faith-based entities; businesses; City departments, Milwaukee Police Dept.; Dept. of Neighborhood Services; District Attorney’s office
		<u>Long Term</u> Improved quality of life for residents Increased economic vitality	
** See Annual Action Plans for each year’s numerical benchmarks and funding leverages <u>Short Term</u> –Activities proposed on an annual basis; <u>Long Term</u> - Outcomes expected after five years.			

Accomplishments to Date in NRSA 1 & NRSA 2:

NRSA 1

- 1) New microenterprises/small start-up businesses have been established as a result of financial and/or technical assistance creating hundreds of new full-time jobs.
- 2) The pilot Summer Youth Internship was established providing internships in City government for several hundred low income youth between the ages of 16-19 years.
- 3) Several hundred low income residents became employed through job training and job placement services.
- 4) Active citizen participation was facilitated through the Neighborhood Strategic Planning process, involving residents in establishing priority goals to revitalize neighborhoods and improve the quality of life and economic vitality for community stakeholders.
- 5) Designation in 2003, as a Renewal Community which provides tax incentives for businesses within the area to spur economic development and job growth.
- 6) Initiatives were undertaken to strengthen neighborhoods and improve the quality of life for stakeholders such as: community organizing, block club creation, youth programming, crime prevention activities, neighborhood cleanups, health care services, nuisance property abatement, elderly home care and landlord/tenant training programs.
- 7) Community Justice Centers were established to provide case management, job assistance, mental health, AODA and other services to help ex-offenders transition back into neighborhoods and assist youth and families improve their quality of life.
- 8) The Milwaukee Mainstreet Program resulted in the establishment of two new Mainstreet areas in NRSA 1: **Burleigh Street** and the **N. 27th Street/So Hi** business districts. This initiative has resulted in new business development and new job creation.
- 9) New owner-occupied and rental housing units for low/moderate income households were constructed; owner occupied and rental housing units were rehabilitated.
- 10) Lead hazard reduction activities were undertaken, resulting in a reduction in lead poisoning rates among young children.
- 11) Hundreds of low income households became first time homebuyers, increasing the area's owner occupancy rate and stabilizing neighborhoods.
- 12) Vacant and existing blighted parcels have been redeveloped with new and rehabbed housing units such as Lindsey Heights, City Homes and Habitat for Humanity.
- 13) The Freshstart Housing Production Apprenticeship Program for at-risk youth was established and several housing units have been completed.
- 14) The City's first Housing Trust Fund was established in 2006, which will dedicate a portion of public revenues for new affordable housing projects.

NRSA 2

- 1) New microenterprises/small start up businesses have been established as a result of financial and/or technical assistance creating hundreds of new full-time jobs.
- 2) The pilot Summer Youth Internship was established providing internships in City government for several hundred low income youth between the ages of 16-19 years.
- 3) Several hundred low income residents became employed through job training and job placement services.
- 4) Active citizen participation was facilitated through the Neighborhood Strategic Planning process, involving residents in establishing priority goals to revitalize neighborhoods and improve the quality of life and economic vitality for community stakeholders.
- 5) Initiatives were undertaken to strengthen neighborhoods and improve the quality of life for stakeholders such as: community organizing, block club creation, youth programming, crime prevention activities, neighborhood cleanups, health care services, nuisance property abatement, elderly home care and landlord/tenant training programs.
- 6) Community Justice Centers were established to provide case management, job assistance, mental health, AODA and other services to help ex-offenders transition back into neighborhoods and assist youth and families improve their quality of life.
- 7) The Milwaukee Mainstreet Program resulted in the establishment of two new Mainstreet areas in NRSA 2: **Layton Boulevard West** and **Lincoln Village Business Corridor**. This initiative has resulted in new business development and new job creation.
- 8) New owner-occupied and rental housing units for low/moderate income households were constructed; owner occupied and rental housing units were rehabilitated.
- 9) Vacant and existing blighted parcels have been redeveloped with new and rehabbed housing units such as Harnischfeger Homes, the Knitting Factory, Kunzelman Esser apartments and the Da Villa apartments.
- 10) The Freshstart Housing Production Apprenticeship Program for at-risk youth was established and several housing units have been completed.
- 11) The City's first Housing Trust Fund was established in 2005, which will dedicate a portion of public revenues for new affordable housing projects.

The following chart illustrates progress towards the major goals against benchmarks for the program year.

NOTE: The Citywide activities benefited residents of both NRSA 1 and NRSA 2 and also other low income residents in non-NRSA, City of Milwaukee census tracts.

Funded Activity	NRSA 1	NRSA 2	Citywide (includes NRSA 1,2)	TOTAL
Youth Services (# served)	26,499	10,810	149	37,458
English as a Second Language (#served)	55	546		601
Housing (#units)			568	568
Economic Development/Business Development/Job Creation(#jobs)	31	42	40	113
Neighborhood Strategic Planning/Community Organizing/Crime prevention (residents involved)	5,119	777	277	6,173
Community Prosecution Unit (#nuisances abated)	266	470		736
Employment & Employment Training	255	92	65	412
Health Services (#served)			7,625	7,625
Milwaukee AIDS Initiative(#served)	1,570	252		1,822
Community Justice Centers (#served)	396	700		1,096
Senior Services (#served)	179	72		251
Operation Safe Neighborhoods (#offenses reported & responded to)	457	280		737

FUNDED CITYWIDE ACTIVITIES	Total
Graffiti Abatement	6,593
Tool Loan(#new memberships)	314
Homebuyer Counseling(#new mortgage loans)	201
Home Source Building Materials Distribution (#served)	188
Lead Abatement(#housing units)	522
FOCUS Fire Prevention (#smoke detectors installed)	1,519
Renewal Communities(#businesses educated)	5,650
COMPASS(data assistance for cbos)	72
Landlord Training(#trained)	1,727
Dumpsters for Cleanups(#boxes)	1,498
Brownfields Remediation(#remediated)	10
Technical Assistance for cbos(#served)	66
Fair Housing complaints/resolutions	384
Handicapped Ramps(#constructed)	12
Neighborhood Cleanups(#orders issued)	2,367
Code Enforcement Activities(#inspections)	2,073
Landlord/Tenant Compliance (#served)	156
Receivership for nuisance properties(#complaints investigated)	593
Tenant Assistance(#served)	1,314
Homeless Shelters(# served) (CDBG & ESG combined)	11,354

ANTI-POVERTY STRATEGY

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

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 which will ultimately lead to greater employment and homeownership opportunities for Milwaukee residents, thereby improving their quality of life.

Priorities and Actions Undertaken in 2006 to reduce poverty and increase economic vitality:

- ❖ Approached planning and program development in a comprehensive manner to increase jobs and household income.
- ❖ Funded non profit community based agencies to provide technical and other assistance to businesses to create new jobs.
- ❖ Partnered in job creation efforts such as the *Emerging Business Enterprise Program*, the *Retail Investment Fund*, the various *Revolving Loan Funds* operated by community-based agencies and the Milwaukee Economic Development Corporation (MEDC) to provide loans and grants to businesses to facilitate job creation and expansion in the City.
- ❖ Supported and facilitated the implementation of 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.
- ❖ Supported job training and placement programs and educational and English proficiency programs.
- ❖ Created homeownership opportunities for residents and improved the condition and affordability of rental housing in Milwaukee.
- ❖ Supported redevelopment of residential, commercial and industrial Brownfield properties such as efforts in the Menomonee Valley and

- throughout the target area neighborhoods.
- ❖ Improved the overall quality of life for families through Community Justice Centers, the Fatherhood Initiative and access to health care services, health education and training, primary care, prevention and outreach services for low income 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 and neighborhood cleanups.
 - ❖ Funded programs that addressed the various social issues facing youth such as: teen pregnancy, unemployment, education issues, truancy, crime and violence.

2006 Accomplishments: Economic/Community Development/Anti-Poverty

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

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.

CDBG Funded Activity	Second Year Goal	Actual
Employment Services(Job placement, Job Training & Placement(#jobs)	370	412
Community Organizing/Crime Awareness/Neighborhood Strategic Planning (#residents/volunteers)	3,380	7,101
Community Justice Centers (#receiving wrap around services)	450	1,096
Senior Services (#served)	390	251
Youth Activities (recreation, Summer youth, Summer Youth Internship Employment program, mentoring, tutoring, teen pregnancy prevention, safe havens)	30,165	37,458
<u>Neighborhood Safety Initiatives</u> *fire prevention education *Community Prosecution	2,040	2,255
<u>Improve physical appearance of neighborhoods</u> *targeted weekend boxes *neighborhood cleanups(40) *graffiti abatement	2,640	8,131
Capacity building for community-based organizations (#agencies)	50	66
Housing Rehabilitation Apprenticeship Program for Youth (Freshstart) (#housing units)	3	1
English as a Second Language(#served)	200	601

NON-HOMELESS SPECIAL NEEDS

Non-homeless Special Needs

1. 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).

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 2006:

Priorities Addressed in 2006:

- ❖ Supported the 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 to support the wheelchair accessible ramp program.
- ❖ Continued to support programs that assist the elderly in remaining in their own homes, avoiding institutionalization.
- ❖ Continued to support programs that assist the elderly in accessing various supportive services (transportation, social services, etc).
- ❖ Maximized the use of elderly public housing developments.

Consolidated Plan Goals/Objectives: Increase 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.

Long-Term Outcomes: Increased Economic Vitality, Improved Neighborhood Quality of Life; Reduce Crime; Increased Property Values

CDBG Funded Activity	Second-Year Goal	Actual
Handicapped accessible program (# ramps)	20	12
Employment Services: (Job placement/Job Training & Placement) for disabled persons(#jobs)	25	21
Services to assist elderly access social & other services, remain in their homes (# served)	390	251

SPECIFIC HOPWA OBJECTIVES

1. Overall Assessment of Relationship of HOPWA Funds to Goals and Objectives: Grantees should demonstrate through the CAPER and related IDIS reports the progress they are making at accomplishing identified goals and objectives with HOPWA funding. Grantees should demonstrate:

- a. That progress is being made toward meeting the HOPWA goal for providing affordable housing using HOPWA funds and other resources for persons with HIV/AIDS and their families through a comprehensive community plan;
- b. That community-wide HIV/AIDS housing strategies are meeting HUD's national goal of increasing the availability of decent, safe, and affordable housing for low-income persons living with HIV/AIDS;
- c. That community partnerships between State and local governments and community-based non-profits are creating models and innovative strategies to serve the housing and related supportive service needs of persons living with HIV/AIDS and their families;
- d. That through community-wide strategies Federal, State, local, and other resources are matched with HOPWA funding to create comprehensive housing strategies;
- e. That community strategies produce and support actual units of housing for persons living with HIV/AIDS; and finally,
- f. That community strategies identify and supply related supportive services in conjunction with housing to ensure the needs of persons living with HIV/AIDS and their families are met.

2. This should be accomplished by providing an executive summary (1-5 pages) that includes:

a. Grantee Narrative-Grantee and Community Overview

- (1) A brief description of your organization, the area of service, the name of each project sponsor and a broad overview of the range/type of housing activities and related services
- (2) How grant management oversight of project sponsor activities is conducted and how project sponsors are selected
- (3) A description of the local jurisdiction, its need, and the estimated number of persons living with HIV/AIDS
- (4) A brief description of the planning and public consultations involved in the use of HOPWA funds including reference to any appropriate planning document or advisory body
- (5) What other resources were used in conjunction with HOPWA funded activities, including cash resources and in-kind contributions, such as the value of services or materials provided by volunteers or by other individuals or organizations
- (6) Collaborative efforts with related programs including coordination and planning with clients, advocates, Ryan White CARE Act planning bodies, AIDS Drug Assistance Programs, homeless assistance programs, or other efforts that assist persons living with HIV/AIDS and their families.

b. Project Accomplishment Overview

- (1) A brief summary of all housing activities broken down by three types: emergency or short-term rent, mortgage or utility payments to prevent homelessness; rental assistance; facility based housing, including development cost, operating cost for those facilities and community residences;
- (2) The number of units of housing which have been created through acquisition, rehabilitation, or new construction since 1993 with any HOPWA funds;
- (3) A brief description of any unique supportive service or other service delivery models or efforts;
- (4) Any other accomplishments recognized in your community due to the use of HOPWA funds, including any projects in developmental stages that are not operational.

c. Barriers or Trends Overview

- (1) Describe any barriers encountered, actions in response to barriers, and recommendations for program improvement;
- (2) Trends you expect your community to face in meeting the needs of persons with HIV/AIDS, and;
- (3) Any other information you feel may be important as you look at providing services to persons with HIV/AIDS in the next 5-10 years

d. Accomplishment Data

- (1) Completion of CAPER Performance Chart 1 of Actual Performance in the provision of housing (Table II-1 to be submitted with CAPER).
- (2) Completion of CAPER Performance Chart 2 of Comparison to Planned Housing Actions (Table II-2 to be submitted with CAPER).

City of Milwaukee Response:

In 2006, the City of Milwaukee received **\$487,000** in HOPWA entitlement funds for the four-County Milwaukee Metropolitan area which comprises Milwaukee, Waukesha, Ozaukee and Washington counties. In 2006, there were no HOME funds used for HOPWA activities. The following details the activities for 2006:

Community Overview

Brief description of the funded organization area of service, name of project and a broad overview of the range/type of housing activities and related services.

Richard's Place – Richard's Place, Inc. provides supportive living services to persons with HIV/AIDS including two four-bedroom 24-hour supportive care homes for persons with serious health issues related to AIDS, including availability of end-of-life hospice care; 10 transitional living apartments for individuals and families with children with HIV/AIDS providing on-site supportive services; and 50-plus individuals/households with HIV/AIDS

receiving case management services to ensure they maintain optimum health in an independent living environment. Richard's Place primarily serves indigent people. Households to be served generally have incomes less than 30% of the HUD established median income for the Milwaukee EMSA, are unemployed, under-employed or unable to sustain employment due to illness or other chronic health problems attributable to their HIV/AIDS infection. Based on previous participation, it is anticipated 90% will require assistance with at least one of the following additional special needs: mental illness, alcohol abuse, drug abuse or domestic violence. The need for the supportive living services provided by Richard's Place continues to increase, but also changes over time. Infection rates as reported by the Center for Disease Control (CDC) and the State of Wisconsin Division of Public Health have fluctuated over time and are currently increasing slightly. People are still being infected due to lack of information or their incorrect perception of their degree of risk. While medications have increased the newly infected person's ability to remain relatively healthy and control their HIV infection, Richard's Place still serves many people who have become drug resistant over time and/or individuals who have been unable to maintain proper drug adherence and other healthy life style changes. This is sometimes due to lack of income/resources and/or persistent drug and alcohol addictions and/or long term HIV infection of 20 years or longer. All clients served through residential programs will be either homeless or at risk of becoming homeless. Individualized residential care is provided with twenty-four hour supervision including the following services:

- ❖ Permanent Housing Placement
- ❖ Drug and Alcohol counseling
- ❖ Nutrition information
- ❖ In-home hospice care
- ❖ Respite care
- ❖ Assistance in gaining access to local, State, and Federal government benefits
- ❖ Housing information services including counseling, information and referral services
- ❖ Housing discrimination counseling
- ❖ Transportation, meals, laundry
- ❖ Spirituality counseling if desired
- ❖ Assistance with daily activities
- ❖ Recreational activities
- ❖ Medication monitoring
- ❖ Support in funeral planning
- ❖ Physical and mental health assessments

AIDS Resource Center of Milwaukee (ARCW)- ARCW is a non-profit statewide social service agency with a singular mission to confront and defeat the AIDS epidemic in Wisconsin. ARCW provides HIV prevention programs, comprehensive health, social services and housing services for people with AIDS/HIV, HIV clinical research and HIV advocacy. The service area for this HOPWA grant is the Milwaukee Metropolitan area serving the counties of Milwaukee, Washington, Ozaukee, and Waukesha. ARCW offers a broad range of services to meet an individual's needs, including: emergency shelter, residential housing, supportive housing, rent assistance and housing counseling services.

Experience Providing Housing - ARCW has over 20 years of extensive experience in comprehensive social services to individuals and families living with HIV and AIDS, and over 5 years experience providing medical services. ARCW has provided housing to homeless HIV-positive individuals since 1991, offering a range of services for that meet an individual's needs, including:

Emergency Shelter: When access to existing emergency shelters is not available, HIV-positive homeless individuals are provided with emergency shelter for up to seven nights while efforts are made to place them in more permanent housing.

Residential Housing: ARCW maintained two facilities in the Milwaukee area. One is Gardenvue Apartments, a six-unit, permanently subsidized Section 811 facility for families with HIV, and Wisconsin House, a 27-bed Single Room Occupancy (SRO) supportive housing facility for homeless HIV-positive individuals. In 2006, 24 individuals within seven families resided in Gardenvue Apartments and 68 individuals stayed at Wisconsin House.

Financial Assistance: ARCW provided financial support to help pay for utilities and rent and to prevent evictions. Assistance lasts up to four months so that an extremely low-income client earning less than 80% of the County Median Income can better meet his or her housing budget needs.

Housing Counseling Services: Housing specialists helped HIV-positive individuals find, furnish and maintain long-term housing. In 2006, ARCW provided over 1250 counseling sessions to 455 clients. ARCW annually helps to transition about 25 clients from short-term housing assistance to Section 8 or other more stable subsidized housing.

Agency Financial, Organization, and Administrative Management.

ARCW is a nonprofit organization governed by an elected, statewide volunteer board of directors. The board sets agency goals and is fiscally responsible for all agency funds. ARCW's President and CEO, provides strategic leadership for all operations. ARCW's Executive Vice-President and Chief Operating Officer leads all program operations. ARCW's Director of Housing manages the statewide Housing Services programs and departmental staff, and is responsible for compliance with all funding regulations and assures the delivery of high quality, client-focused services.

2. How grant management oversight of project sponsor activities is conducted and how project sponsors are selected.

CDGA conducted an annual Request for Proposal process which was advertised in local newspapers covering the four County Metro Milwaukee area. Proposals were reviewed and scored based on a set of scoring criteria. Recommendations of CDGA were voted on by the Community and Economic

Development Committee, the official oversight body of the allocation and use of Federal funds. The actions of the Committee were ratified by the full Milwaukee Common Council and Mayor. HOPWA contracts were awarded to Richard's Place (located in Waukesha) and the AIDS Resource Center of Milwaukee in 2006.

Each subrecipient is required to comply with HOPWA program and contract requirements. CDGA monitoring staff utilized a very detailed process which included extensive reporting of grantee activity. As a condition of payment, grantees were required to submit monthly programmatic and financial reports which were carefully reviewed to ensure that costs are appropriate and eligible and that the funded activity was being performed at a satisfactory level. In addition, site visits were performed, including annual fiscal site audits by the City Comptroller's office. Risk assessments and desk audits were also conducted to identify if there are any past monitoring issues and if so, follow-up was done to assist the agency in carrying out the necessary corrective action.

3. A description of the local jurisdiction, its need and the estimated number of persons living with HIV/AIDS.

Service Area; Need for Services; AIDS Incidence Rates

Funds from this grant helped people with HIV/AIDS who live in the four-county Milwaukee EMSA. Fifty-five percent of the state's HIV-positive population lives in these counties. The average annual reported rate of HIV infection in Milwaukee is 13.6 per 100,000, which is 6-fold higher than the rate in non-metropolitan counties. In Milwaukee County, as of November 2006, there has been a cumulative total of 3,711 cases of HIV infection, 2,305 of whom are presumed to be alive. There have been 2,367 cumulative cases of AIDS in the city, 1,109 of which are presumed to be alive.

Housing provides the necessary foundation for the provision of other components needed to maintain an HIV-positive person's health and well being, such as regular access to medical care, a nutritious diet, sufficient sleep and drug therapy compliance. Stable housing will also decrease the incidence of HIV risk behaviors such as trading sex for shelter, which could further transmit HIV. (Source: *Wisconsin Division of Public Health Report-2006; Wisconsin AIDS/HIV Program, 2006*)

In addition, the Waukesha County 2006 Consolidated Plan Gaps Analysis confirms the need to serve 154 households with at least one member with AIDS and an additional 198 households with at least one member with HIV infection. Experience over the past seven years has shown a greater need for the twenty-four hour supervised living environment due to more serious health issues and a rising number of deaths occurring among individuals living with long-term AIDS in the EMSA.

4. A brief description of the planning and public consultations involved in the use of HOPWA funds including reference to any appropriate planning documents or advisory body.

Richard's Place – Richard's Place participates in the Waukesha County local Continuum of Care activities and planning process through participation in the Waukesha County Housing Action Coalition that includes client members and low income advocates from several different agencies. Richard's Place also participates in the Waukesha Housing Authority Annual Planning Process and Waukesha County Community Block Grant Consolidated Plan, both of which include public consultation through annual public hearings.

ARCW - ARCW regularly receives input in the development, implementation and evaluation of its housing programs from clients. ARCW conducts annual client needs assessment surveys, annual client satisfaction surveys and periodic focus groups of housing clients. ARCW consults with its clients on its housing programs through regularly meetings with client groups and surveys of people in the program.

ARCW program development and evaluation methods included client satisfaction surveys, focus groups, client interviews, staff interviews, supervisory chart audits and review of client records. ARCW also interviews and surveys collaborative partners for the implementation of HOPWA-funded programs to garner their feedback on program operations.

(5) Other resources which were used in conjunction with HOPWA-funded activities, including cash resources and in-kind contributions, such as the value of services or materials provided by volunteers or by other individuals or organizations.

a. ARCW has provided comprehensive integrated housing services to low-income persons with HIV disease in Milwaukee by utilizing HOPWA funding to leverage approximately \$696,300 of other housing assistance through Federal HOPWA, State of Wisconsin ESG, and State of Wisconsin HCRI grants. This additional funding significantly expands housing options for people with HIV and AIDS, enabling HOPWA funds to be targeted to the lowest income clients in Milwaukee who face the most difficult challenges in obtaining safe, stable and affordable housing. In addition, ARCW uses unrestricted donor dollars to cover the cost of program expenses that are not grant allowable.

b. Richard's Place provides its residential facilities through collaboration with the Waukesha Housing Authority (WHA), which owns the buildings. The WHA secured the majority of funding for Richard's Place through a HUD SHP grant. The WHA also provides Section 8 Mainstream Rent Assistance Vouchers to HIV/AIDS clients receiving case management from Richard's Place. Funds from Waukesha County United Way, Ryan White, Waukesha County CDBG, Emergency Shelter Grant funds as well as Foundation Grants were used in conjunction with the HOPWA dollars received by Richard's Place. Richard's Place is an active participant with the State of Wisconsin Continuum of Care

Planning Group, the Waukesha County Housing Action Coalition and the United Way Executives' Committee. Richard's Place also operates with the help of volunteers to call on a regular basis.

(6) Collaborative efforts with related programs including coordination and planning with clients, advocates, Ryan White CARE Act planning bodies, AIDS Drug Assistance Programs, homeless assistance programs, or other efforts that assist persons living with HIV/AIDS and their families.

a. Richard's Place - Collaborative efforts with related programs included coordination and planning with clients, advocates, Ryan White CARE Act planning bodies, AIDS Drug Assistance Programs, homeless assistance programs, or other efforts that assist persons living with HIV/AIDS and their families. Richard's Place works collaboratively with Waukesha County DHHS, Waukesha County Health Department, Milwaukee Metro area medical providers, AIDS Resource Center of Wisconsin (ARCW), Elena House and many of the AIDS Service Providers operating throughout the State of Wisconsin. House meetings are held twice a month at which time clients are able to voice collectively if there is an issue or problem that needs to be addressed. All clients are referred to appropriate agencies, i.e; Social Security, AIDS Drug Assistance Program based on need and eligibility.

b. ARCW partners with UMOS, New Concepts, 16th Street Clinic, Children's Hospital of Wisconsin, Elena's House, and Health Care for the Homeless to provide a centralized program for housing counseling, assessment and financial assistance for persons living with HIV/AIDS. This collaboration includes a subcontract with both HCH and Elena's House for the operation of AIDS-dedicated housing facilities. Often ARCW is authorized by the client to contact and collaborate with other area providers, such as Richard's Place, Hope Street, Salvation Army, Guest House and others.

ARCW is also an active participant in Continuum of Care throughout WI including the Milwaukee Metro area and Dane County COC. ARCW adheres to the National Minority AIDS Council's Continuum of Collaboration by collaborating in a variety of ways with over 250 agencies in Wisconsin for the delivery of HIV prevention, care and treatment services.

ii. Project Accomplishment Overview

(1) A brief summary of all housing activities broken down by three types: (a) emergency or short-term rent, mortgage or utility payments to prevent homelessness; (b) rental assistance; (c) facility-based housing, including development costs for those facilities and community residences.

Richard's Place - Richard's Place utilized \$1,000 in HOPWA funds to provide security deposit, short term rent assistance to 3 households with a member with HIV/AIDS meeting income qualifications with no other resources for such assistance. Richard's Place utilized \$4,000 for administration costs and the remaining \$56,000 of HOPWA funds to cover nutritional services and

supportive services costs to operate the Richard's Place facility that provided supportive services to 7 unduplicated clients, and outreach and case management services to 20 unduplicated clients.

The objectives established by Richard's Place for the 2006 program year included the following:

Outreach and case-management: Original goal was to assist 20 households with case-management services through program outreach. During the program year, 20 households received case-management services through outreach efforts.

Stable Housing with In-house Supportive Services: Original goal was to assist 10 clients through in-house supportive services while in residence at Richard's Place. During the program year 7 persons were served through in-house supportive services while in residence at Richard's Place.

Rent, Security Deposit and Utility Assistance: Original goal was to assist 5 clients with either short term rent assistance or utility assistance. During the program, year 3 clients living in the community received such assistance.

Recipients for the above services were generally homeless or at immediate risk of becoming homeless with HIV/AIDS. Recipients were identified through outreach and/or referral from other community providers such as health care institutions, medical professionals, ARCW or other providers. All recipients were low-income individuals with income less than 50% of median and generally less than 30% of median. All recipients of services either lived at the Richard's Place facility and/or relocated to a Waukesha County Community prior to or upon receipt of services from Richard's Place.

ARCW - With HOPWA funding, ARCW has provided short-term rent, mortgage and utility payments to prevent homelessness, housing information and counseling services, and other supportive services for HIV-positive persons and their families. Additionally, HOPWA funds have helped ARCW to reduce the incidence of hunger by supporting a nutrition program at Wisconsin House. Residents of the House have access to three meals daily, and have access to nutrition classes, including the positive impact of good nutrition on HIV disease, and nutrition's relationship to a medication regimen. HOPWA dollars have also allowed ARCW and its partner agency, Healthcare for the Homeless (HCH), to cover some of the operational expenses incurred.

Short-term rent, mortgage, and utility (STRMU) payments: In 2006 ARCW has provided STRMU to 328 eligible clients with HIV/AIDS in the Milwaukee EMSA. A client is considered to be eligible if s/he is HIV positive, and has an income that is below 80% of the County Median Income, and applies more than 50% of income towards rent and utilities. A client who experiences a qualified emergency, as defined by HUD STRMU regulations, is also considered to be eligible. To qualify for assistance, a client submits a written application, proof of HIV

status, proof of income, landlord verification of rent, utilities and tenancy, and is personally interviewed.

Housing Information Services: In 2006, ARCW staff provided housing-related counseling to almost 700 individuals statewide, 455 of them in Milwaukee County alone. Counseling includes budget analysis. Social Work Case Managers provide clients experiencing housing issues basic informative FACT Sheets describing the various types of assistance that may be available to them and assist clients with completing the application paperwork. Clients who are eligible for any type of housing assistance are then referred to Housing staff, who meet with clients individually to conduct an in-depth assessment, identify needs and barriers and develop a housing care plan. Working collaboratively with Social Work case managers, clients are also referred to community resources for health and supportive services as needed. Each client contact, assessment and care plan is recorded in the *Provide Enterprise* database. Residents of Gardenvue Apartments, Elena's House and Healthcare for the Homeless have all received housing counseling services. HCH manages and operates an eight-unit housing facility serving approximately 12 people annually. Elena's House is a 4-bedroom facility that provides long-term care to HIV-positive individuals, including those in end-stages of life.

2. The number of housing units which have been created through acquisition, rehabilitation, or new construction since 1993 with any HOPWA funds.

None.

3. A brief description of any unique supportive services or other service delivery models or efforts.

Richard's Place is known for its unique services since the opening of its' supervised transitional home in 1998 which allows clients who are approaching the end of life stage the option of staying at Richard's Place rather than having to move due to failing health. Richard's Place facilitates independence, dignity and well-being through a compliment of safe, affordable, appropriate housing and day-to-day support services. Case management and community education are also provided with special emphasis on those who may be former substance abusers. Strict regimens of daily living are required to assist in controlling the illness with drugs and other therapies currently available. Transitional and long-term housing are available with a special emphasis on persons with the most fragile health whom often require hospice care. Some individuals transition to independent living or other assisted living facilities. Emphasis is always on avoiding hospital or nursing home residency prematurely because of a lack of in-home assisted care. In-home care solutions are developed through collaboration with other health care providers and services.

ARCW has been a provider of HIV prevention and education, care, treatment and research programs throughout Wisconsin for over 20 years. **Care and Treatment Programs include:** Medical care, dental

care, social work case management, mental health counseling and treatment for drug and alcohol addictions, housing assistance, legal assistance, food service and transportation assistance.

4. Any other accomplishments recognized in your community due to the use of HOPWA funds, including any projects in developmental stages that are not operational.

Richard's Place - Richard's Place has continued to rank 1st or 2nd in the State Continuum of Cares process of ranking renewal SHP grants for the past several years. The permanent housing project that opened in October of 2005 has been successful through the help of HOPWA dollars and other funds as well as the many community volunteers that help in the day to day support residents need. Richard's Place is also the only locally based organization to serve people living with AIDS in Waukesha County and receives ongoing support and recognition for the work being done through the case-management and AIDS education that staff from Richard's Place provides the community.

iii. Barriers or Trends Overview

- (1) Describe any barriers encountered, actions in response to barriers, and recommendations for program improvement.
- (2) Trends you expect your community to face in meeting the needs of persons with HIV/AIDS, and;
- (3) Any other information you feel may be important as you look at providing services to persons with HIV/AIDS in the next 5-10 years.

Richard's Place

Education and prevention continues to be a very needed component in the community Richard's Place serves. Through collaboration with LaCasa De Esperanza, Richard's Place is working on reaching high risk populations including IV drug users and the Hispanic community where addressing the possibility of being infected with HIV is often not done.

ARCW

Lack of adequate permanent mainstream housing assistance to meet the needs of low-income persons living with HIV disease and practical unavailability of permanent mainstream housing assistance to many persons with negative rent or behavioral histories.

There are too many low-income persons living with HIV disease in the Milwaukee MSA who need some sort of assistance to maintain stable housing. The HOPWA formula funding is insufficient to provide regular rent assistance to all those in need. The HOPWA competitive grant (HaRTSS) only provides assistance to multiply diagnosed persons living with HIV disease for a period of two years. After the two years of assistance are over, many of the clients are unable to get mainstream housing assistance because there are no openings in permanently subsidized housing and/or because their past rent and behavior histories prevent them from accessing such benefits. Many

of these clients need ongoing financial assistance and ongoing supportive services to maintain stable housing. While the goal is to move as many people who are eligible into mainstream housing programs, the fact remains that many person with HIV disease are not eligible for mainstream permanent housing programs. Without such assistance they are at growing risk to become cyclically homeless, partner up or trade sex for housing, thereby putting the community further at risk. When in stable supportive housing such persons are more likely to be medically compliant, more apt to enter treatment for mental illness and AODA issues, and can better focus on finding solutions to the root causes of their homelessness.

Recommendations for Program Improvements

Provide funding for tenant-based supportive housing and/or permanent supportive housing available in the community where they reside. Intensify the case management services for clients in Shelter Plus Care Programs. Case management agencies who provide HIV case management services generally have higher case loads and are not equipped to offer the span of time and the training resources needed to provide intensive, ongoing interventions. Increase employment education opportunities for persons with low employable skills. Advocate for more low-income housing opportunities. Develop guidelines for Housing Authorities which would prevent them from automatically excluding persons with certain criminal records after the passage of a certain time coupled with a demonstration of changed behavior. Although all clients are advised of mainstream subsidized housing and are given a complete list of all subsidized housing in the community in which they live, the waiting lists are years long and most do not take new names for the waiting lists. The Section 8 waiting list is notoriously long and infrequently opened to new applicants, creating a hopeless situation.

(2) Trends you expect your community to face in meeting the needs of persons with HIV/AIDS and any other information you feel may be important as you look at providing services to persons with HIV/AIDS in the next 5-10 years.

Richard's Place – Richard's Place will continue to strive and meet the needs of the hardest to serve and critically ill persons with HIV/AIDS. The goal within the next 5-10 years is to consolidate into one larger permanent housing facility designed to maintain the home-like atmosphere and care available at the present supervised facilities. Richard's Place will continue it's primary purpose to provide the supervised housing that will allow those individuals facing end of life to cross that bridge in their home rather than an institutional setting. Richard's Place continues to see an increase in deaths due to persons building immunity to current medications. Richard's Place is available to assist these persons now and in the future so they can end their lives with dignity surrounded by a caring staff in a home-like environment.

ARCW – ARCW is currently establishing new strategic goals for the next five years. While ARCW will focus on establishing the ARCW Medical Clinic as a center of excellence for HIV medical, dental, and mental health services, the 2007-2011 Strategic Plan includes an equally strong focus on providing the priority social services of case management, housing, food and legal services to enhance the opportunity for successful HIV treatment, and ensuring culturally competent service delivery in all prevention, care, and treatment programs so that any person living with HIV in Wisconsin can live a healthy, productive and dignified life.

Accomplishment Data

- i. Completion of CAPER Performance Chart 1 of Actual Performance in the provision of housing (Table II-1 to be submitted with CAPER).
- ii. Completion of CAPER Performance Chart 2 of Comparison to Planned Housing Actions (Table II-2 to be submitted with CAPER).

See following pages

Name of HOPWA Grantee: AIDS RESOURCE CENTER OF WISCONSIN (ARCW)

Report covers the period: 01/01/2006 to 12/31/06

Performance Chart 1 -- Actual Performance. Types of Housing Units Dedicated to Persons with HIV/AIDS which were Supported during the Operating Year

Type of Unit:	Number of units with HOPWA Funds	Amount of HOPWA funds	Number of units with Grantee and other funds	Amount of Grantee and other funds	Deduction for units reported in more than one column	TOTAL by type of unit
1. Rental Assistance						
2. Short-term or emergency housing payments	328	234,716.53				338
3-a. Units in facilities supported with operating costs	85	75,499.28				85
3-b. Units in facilities that were developed with capital costs and opened and served clients						
3-c. Units in facilities being developed with capital costs but not yet opened						
Subtotal	413	310,215.81				
Deduction for units reported in more than one category						
TOTAL	413	310,215.81				

Name of HOPWA Grantee: **AIDS RESOURCE CENTER OF WISCONSIN (ARCW)**

Report covers the period: **01/01/2006 to 12/31/06**

Performance Chart 2 -- Comparison to Planned Actions, as approved in the Action Plan/Consolidated Plan for this Operating Year (Estimated Numbers of Units)

Type of Unit:	Estimated Number of Units by type in the approved Consolidated Plan/Action Plan for this operating year	Comment, on comparison with actual accomplishments (or attach)
1. Rental Assistance		
2. Short-term or emergency housing payments	328	Exceeded estimated units by 28.
3-a. Units in facilities supported with operating costs	85	Met 90% of estimated goal of 94 units
3-b. Units in facilities that were developed with capital costs and opened and served clients		
3-c. Units in facilities being developed with capital costs but not yet opened		
Subtotal	413	
Deduction for units reported in more than one category		
TOTAL	413	

Performance Chart 2 repeats information from the plan that was approved for HOPWA-related activities under the grantee's Consolidated Plan/Action Plan. This information should report the estimated number of units that were planned for this operating year with HOPWA, grantee and other funds.

Name of HOPWA Grantee: Richard's Place

Report covers the period: 01/01/06 to 12/31/06

Performance Chart 1 -- Actual Performance. Types of Housing Units Dedicated to Persons with HIV/AIDS that were supported during the Operating Year

Type of Unit:	Number of units with HOPWA funds	Amount of HOPWA funds	Number of units with Other funds	Amount of other funds	Deduction for units reported in more than one column	TOTAL by type of unit
1. Rental Assistance	0	0	0	0	0	0
2. Short-term/emergency housing payments	3	\$1,000	3	\$3,609	0	6
3-a. Units in facilities supported with operating costs	7	0	5	\$174,688	0	12
3-b. Units in facilities that were developed with capital costs and opened and served clients	0	0	0	0	0	0
3-c. Units in facilities being developed with capital costs but not yet opened	0	0	0	0	0	0
Subtotal	10	\$1,000	8	\$178,297	0	18
Deduction for units reported in more than one category	0	0	0	0	0	0
TOTAL	10	\$1,000	8	\$178,1297	0	18

Please enter the numbers corresponding to performance over the period of time indicated as the operating period for this activity, generally a one year period based on the grantee Consolidated Plan cycle (e.g., June 1 to May 31).

Name of HOPWA Grantee: Richard's Place

Report covers the period: 01/01/06 to 12/31/06

Performance Chart 2 -- Comparison to Planned Actions, as approved in the Action Plan/Consolidated Plan for this Operating Year (Estimated Numbers of Units)

Type of Unit:	Estimated Number of Units by type in the approved Consolidated Plan/Action Plan for this operating year	Comment, on comparison with actual accomplishments (or attach)
1. Rental Assistance	0	0
2. Short-term or emergency housing payments	5	3 units required use of the \$1,000 allotted HOPWA dollars
3-a. Units in facilities supported with operating costs	10	The individuals (7) who lived in the supervised housing program needed more time than anticipated to obtain the necessary skills to move on to independent housing.
3-b. Units in facilities that were developed with capital costs and opened and served clients	0	0
3-c. Units in facilities being developed with capital costs but not yet opened	0	0
Subtotal	15	10
Deduction for units reported in more than one category	0	0
TOTAL	15	10

Performance Chart 2 repeats information from the plan that was approved for HOPWA-related activities under the grantee's Consolidated Plan/Action Plan. This information should report the estimated number of units that were planned for this operating year with HOPWA, grantee and other funds.

OTHER NARRATIVE

Include any CAPER information that was not covered by narratives in any other section.

Community Housing Development Organizations (CHDOs) UPDATE

In compliance with the HUD regulations, 15% of the City's HOME allocation was set-aside for CHDOs for HOME-funded housing production and rehab activities. In 2006, CDGA certified and funded one new CHDO, Bishop's Creek Development. The following is a list of certified CHDOs:

Bishop's Creek Development- New
Legacy Redevelopment Corporation
Friends of Housing
Milwaukee Christian Center
Milwaukee Community Services Corporation
West End Development Corporation

Reprogramming Funds: Additional activities similar to activities identified in the *2006 Annual Action Plan* and *Consolidated Plan* were funded in June 2006 through a Reprogramming funding cycle. The reprogramming funds represent unallocated and unspent funds from prior years.

The following chart details allocations from the 2006 Reprogramming Cycle:

Funded Activity	HOME Funds	CDBG Funds
Bishop's Creek Development Corp.(housing activities)	\$522,000	
Summer Youth Mini-Grants		\$100,000
Comptroller's Office		\$56,000
Emerging Business Enterprise program		\$79,190
Environmental Planning & Review		\$30,000
Freshstart Youth Housing & Apprentice Program	\$100,000	\$50,000
Targeted Investment Neighborhoods, Rental Rehabilitation, Owner-Occupied Housing	\$1,300,875	
Clean & Green Program		\$200,000
Landlord Training		\$50,000

Funded Activity	HOME Funds	CDBG Funds
Healthy Family/Healthy Infant Program		\$20,000
Large Impact Developments (economic development)		\$473,000
Graffiti Abatement		\$50,000
Metcalfe Park Homeowner Initiative	\$336,000	
Planning Initiatives		\$60,000
Windsor Court Housing Rehabilitation	\$260,000	
Homebuyer Assistance	\$200,000	
Community Organizing/Crime Prevention		\$20,000
West Pointe-Phase II	\$87,859	
Job Placement and Job Training & Placement		\$185,000
Youth Services		\$192,000

-END OF NARRATIVE REPORT-