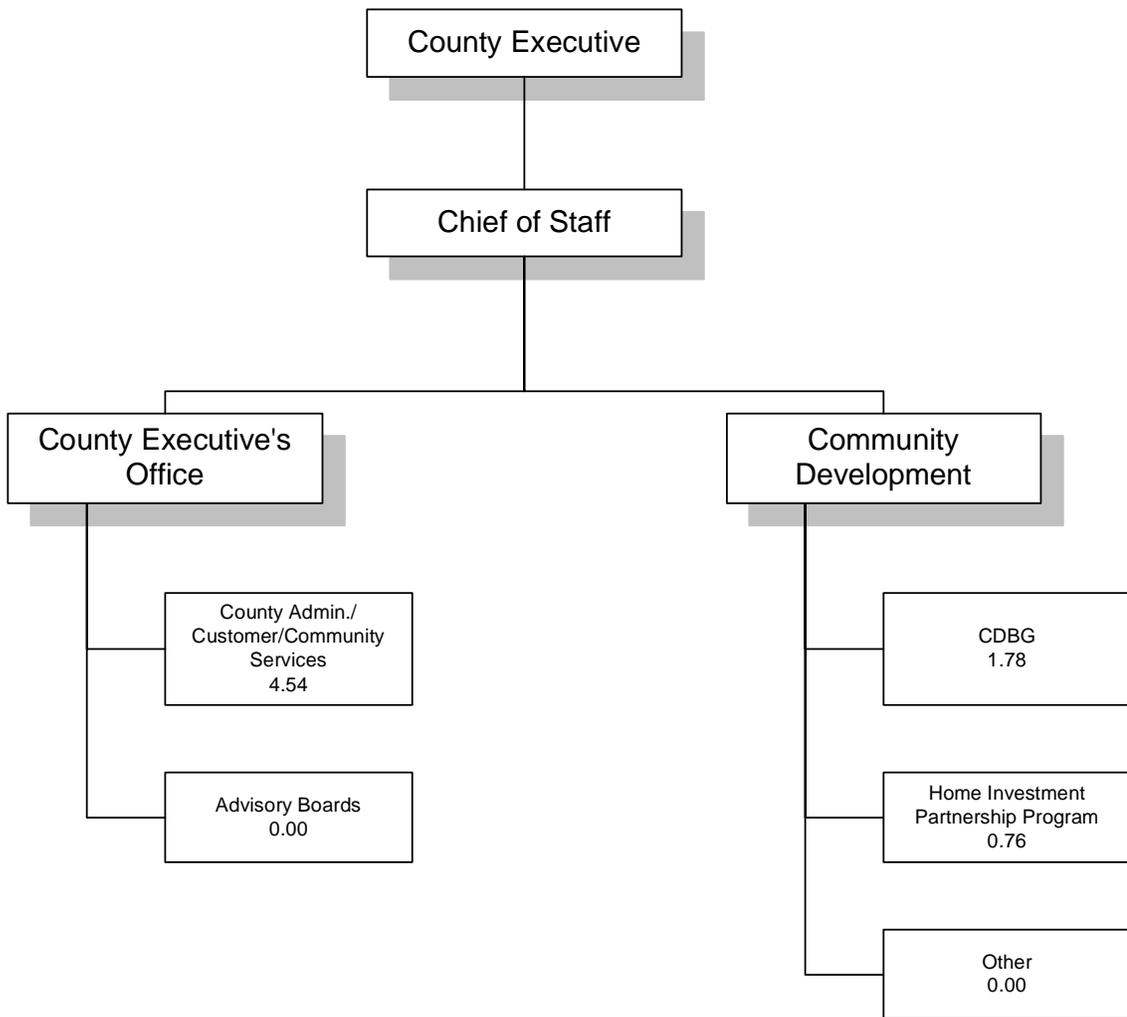


# COUNTY EXECUTIVE'S OFFICE

## FUNCTION / PROGRAM CHART



7.08 Total FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

**Community  
Development**

**County Executive**

**Statement of  
Purpose/Summary**

**Statement of Purpose**

The mission of Community Development is the development of viable urban communities through the provision of financial grants and technical assistance to cities, villages, towns and non-profit corporations participating in Waukesha County's "Urban County Entitlement" Community Development Program. Special emphasis in accordance with Federal regulation is placed on:

1. The conservation and expansion of housing for low and moderate-income households.
2. The creation and retention of jobs, principally for low- and moderate- income households.
3. The expansion of the quantity and quality of community services for low and moderate-income persons.
4. To affirmatively further equal housing opportunities.
5. The removal of architectural or physical barriers denying or impeding access of elderly and disabled persons to the full utilization of public and private facilities.
6. More effective environmental and strategic planning.

| <b>Financial Summary</b>     | 2007               | 2008               | 2008               | 2009               | Change From 2008   |              |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
|                              | Actual             | Adopted Budget     | Estimate (a)       | Budget             | \$                 | %            |
| <b>Revenues</b>              |                    |                    |                    |                    |                    |              |
| General Government (b)       | \$2,557,160        | \$3,019,867        | \$3,105,040        | \$2,800,000        | (\$219,867)        | -7.3%        |
| Fine/Licenses                | \$0                | \$0                | \$0                | \$0                | \$0                | N/A          |
| Charges for Services         | \$0                | \$0                | \$0                | \$0                | \$0                | N/A          |
| Interdepartmental            | \$0                | \$0                | \$0                | \$0                | \$0                | N/A          |
| Other Revenue (c)            | \$880,372          | \$1,118,701        | \$697,701          | \$968,985          | (\$149,716)        | -13.4%       |
| Appr. Fund Balance           | \$0                | \$0                | \$0                | \$0                | \$0                | N/A          |
| <b>County Tax Levy (d)</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>N/A</b>   |
| <b>Total Revenue Sources</b> | <b>\$3,437,532</b> | <b>\$4,138,568</b> | <b>\$3,802,741</b> | <b>\$3,768,985</b> | <b>(\$369,583)</b> | <b>-8.9%</b> |
| <b>Expenditures</b>          |                    |                    |                    |                    |                    |              |
| Personnel Costs              | \$182,264          | \$196,414          | \$186,819          | \$196,285          | (\$129)            | -0.1%        |
| Operating Expenses           |                    |                    |                    |                    |                    |              |
| <i>Subgrantee Grants</i>     | \$3,576,608        | \$3,800,000        | \$3,645,000        | \$3,431,622        | (\$368,378)        | -9.7%        |
| <i>Administrative</i>        | \$38,956           | \$30,324           | \$29,092           | \$34,173           | \$3,849            | 12.7%        |
| Interdept. Charges           | \$98,581           | \$111,830          | \$111,830          | \$106,905          | (\$4,925)          | -4.4%        |
| Fixed Assets                 | \$0                | \$0                | \$0                | \$0                | \$0                | N/A          |
| <b>Total Expenditures</b>    | <b>\$3,896,409</b> | <b>\$4,138,568</b> | <b>\$3,972,741</b> | <b>\$3,768,985</b> | <b>(\$369,583)</b> | <b>-8.9%</b> |
| Rev. Over (Under) Exp. (e)   | (\$458,877)        | -                  | (\$170,000)        | -                  | -                  | -            |

**Position Summary (FTE)**

|                   |             |             |             |             |             |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Regular Positions | 2.50        | 2.50        | 2.50        | 2.50        | 0.00        |
| Extra Help        | 0.00        | 0.00        | 0.00        | 0.00        | 0.00        |
| Overtime          | 0.04        | 0.04        | 0.04        | 0.04        | 0.00        |
| <b>Total</b>      | <b>2.54</b> | <b>2.54</b> | <b>2.54</b> | <b>2.54</b> | <b>0.00</b> |

- (a) 2008 Estimate includes a 2007 carryover of encumbered grant contracts totaling \$2.4 million and an approved request to carry-over 2007 expenditure appropriations of \$1.5 million. It is estimated that \$4.0 million will be unspent at year-end 2008 and requested to be carried over to the 2009 Budget.
- (b) The 2009 Budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, the Finance Committee will be notified and the expenditures will be limited to the amount of the award notification.
- (c) Other revenue includes revolving loan program income.
- (d) This Special Revenue fund relies solely on Federal funding. The actual County Tax Levy is always \$0 for this fund.
- (e) The amount shown for the 2007 Actual represents expenditures more than revenues due to less revolving loan program repayments (Program Income) than revolving loans made during the year.

**Note: The Federal rules allow the expenditure of grants over multiple year periods (normally two to three years). The CDBG Board approved a policy that expenditures must be completed within 24 months or funds will be reprogrammed.**

**Major Departmental Strategic Outcomes and Objectives for 2009**

**County-Wide Key Strategic Outcome: A county that assists at-risk citizens**

**Objective 1:** To improve the self sufficiency of persons at or below 80% of metro median income by using federal funding of the Community Development Block Grant Program (CDBG). This requires programming to benefit persons/households at or below 80% of the metro area median income who by definition are considered "at-risk." (CDBG)

**Key Outcome Indicator 1a:** In accordance with Federal objectives, three outcomes will be addressed: 1) availability/accessibility, 2) affordability, and 3) sustainability as programs are allocated funding. 98% of funded projects will benefit low-income (at-risk) persons. 80% of low-income clients served will have an improved quality of life and better knowledge of services available as a result of CDBG program funding.

| Performance Measure 1a:                                 | 2007<br>Actual | 2008<br>Target | 2008<br>Estimate | 2009<br>Target |
|---|----------------|----------------|------------------|----------------|
| Percent of Low-Income Clients Improving Quality of Life | 79%            | 80%            | 81%              | 82%            |
| Number of persons benefiting                            | 12,800         | 14,000         | 14,325           | 14,500         |

**Key Outcome Indicator 1b:** 90% of persons receiving economic opportunities through job training, counseling or directed employment shall have a more sustainable potential for self-sufficiency.

| Performance Measure 1b:                       | 2007<br>Actual | 2008<br>Target | 2008<br>Estimate | 2009<br>Target |
|---|----------------|----------------|------------------|----------------|
| Percent of Persons Achieving Self-Sufficiency | 88%            | 90%            | 89%              | 91%            |
| Number of persons benefiting                  | 1,226          | 1,300          | 1,312            | 1,415          |

**County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services**

**Objective 2:** To provide services that improves affordable housing opportunities for low- and moderate-income households in the County. (HOME)

**Key Outcome Indicator:** 95% of persons receiving housing assistance for housing rehabilitation, home purchase assistance, housing construction and/or fair housing will maintain or improve their housing affordability.

| Performance Measure:                               | 2007<br>Actual | 2008<br>Target | 2008<br>Estimate | 2009<br>Target |
|--|----------------|----------------|------------------|----------------|
| Percent of Persons Improving Housing Affordability | 98%            | 95%            | 99%              | 99%            |
| Number of households benefiting                    | 183            | 185            | 195              | 205            |

**Objective 3:** To meet the Federal drawdown of funds requirement and provide timeliness of fund expenditures, subgrantees (beginning with 2007 agreements) will be required to drawdown funds within twelve months. The CDBG Board will be allowed to approve a request for an extension for a period not to exceed 12 months. If funding is not used prior to the end of the twenty-four months period from the initial funding date, the remaining funds will be automatically cancelled and reprogrammed. (CDBG)

**Objective 4:** To ensure effective program management and monitoring.

**Key Outcome Indicator:** The number of CDBG grants awarded by the CDBG Board will be reduced by at least 5%.

| Performance Measure: | 2007<br>Actual | 2008<br>Target | 2008<br>Estimate | 2009<br>Target |
|----------------------|----------------|----------------|------------------|----------------|
| Grants Awarded       | 117            | 110            | 107              | 99             |
| Percent Change       | N/A            | -6%            | -9%              | -10%           |

**Community Development Block Grant**

**County-Wide Key Strategic Outcome: A county that assists at-risk citizens**

**Program Description**

Provides for the development of viable urban communities by providing direct federally funded financial grants and technical assistance to cities, villages, towns, and non-profit corporations participating in Waukesha County's "Urban County Entitlement." These grants are used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons.

|                                   | 2007<br>Actual     | 2008<br>Budget     | 2008<br>Estimate   | 2009<br>Budget     | Budget<br>Change   |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Staffing (FTE)</b>             | <b>1.93</b>        | <b>1.93</b>        | <b>1.93</b>        | <b>1.78</b>        | <b>(0.15)</b>      |
| General Government (a)            | \$1,869,558        | \$1,528,324        | \$1,664,217        | \$1,450,000        | (\$78,324)         |
| Other Revenue (b)                 | \$596,838          | \$800,000          | \$530,000          | \$700,000          | (\$100,000)        |
| Appr. Fund Balance                | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>County Tax Levy (c)</b>        | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| <b>Total Revenues</b>             | <b>\$2,466,396</b> | <b>\$2,328,324</b> | <b>\$2,194,217</b> | <b>\$2,150,000</b> | <b>(\$178,324)</b> |
| Personnel Costs                   | \$135,340          | \$147,353          | \$138,316          | \$139,079          | (\$8,274)          |
| Operating Expenses (a)            |                    |                    |                    |                    |                    |
| Subgrantee Grants                 | \$2,394,917        | \$2,100,000        | \$2,145,000        | \$1,929,560        | (\$170,440)        |
| Administrative                    | \$10,662           | \$13,572           | \$13,502           | \$16,634           | \$3,062            |
| Interdept. Charges                | \$61,429           | \$67,399           | \$67,399           | \$64,727           | (\$2,672)          |
| Fixed Assets                      | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Total Expenditures</b>         | <b>\$2,602,348</b> | <b>\$2,328,324</b> | <b>\$2,364,217</b> | <b>\$2,150,000</b> | <b>(\$178,324)</b> |
| <b>Rev. Over (Under) Exp. (d)</b> | <b>(\$135,952)</b> | <b>-</b>           | <b>(\$170,000)</b> | <b>-</b>           | <b>-</b>           |

- (a) 2008 Estimate includes a 2008 carryover of encumbrances totaling \$1,443,014 and a 2007 carryover of \$365,094 through a separate ordinance. It is estimated that \$2.8 million of unexpended appropriations at year end 2008 will be requested to be carried over to the 2009 Budget.
- (b) Other Revenue includes revolving loan program income.
- (c) This Special Revenue fund relies solely on Federal funding. The actual County Tax Levy is always \$0 for this fund.
- (d) The amount shown for the 2007 Actual revenues lower than expenditures due to less revolving loan program repayments (Program Income) than revolving loans made during the year, which are funded by Fund Balance from prior years. In the 2008 Estimate the revenues are also estimated to be lower than expenditures.



**Program Highlights**

The CDBG Board approved a policy that funded projects must expend funds within 24 months or the funds will be reprogrammed.

Federal CDBG revenues from the Department of Housing and Urban Development (HUD) are expected to decrease from the 2008 Adopted Budget base by \$78,324 to \$1,450,000 for the 2009 Budget based on the Department coordinator's estimate of the Federal HUD appropriations increase.

Revolving loan program income collected is expected to be reduced by \$100,000 to \$700,000 for the 2009 Budget.

Personnel cost decrease reflects a 0.15 FTE allocation of a clerical position shift to the HOME program and a vacant clerical position filled at lower costs. The CDBG program budget includes \$6,500 for CDBG Board expenses of which \$5,800 is related to personnel costs and \$700 is included for operating expense mileage reimbursements. Also, operating expenses are reduced \$100,000 to \$700,000 for revolving loans expenditures based on prior years activity levels and grants to subgrantees are reduced \$70,440 to \$1,229,560 based on estimated grant revenues.

Interdepartmental charges decrease \$2,672 in 2009 mostly due to \$3,703 of lower End User Technology charges that are based on the new cost allocation method as recommended by internal audit to better reflect technology resources being used by departments.

**Community Development Block Grant (cont.)**



**Activity**

|                        | 2007<br>Actual | 2008<br>Budget | 2008<br>Estimate | 2009<br>Budget | 08-09<br>Budget<br>Change |
|------------------------|----------------|----------------|------------------|----------------|---------------------------|
| Grant \$ Value Awarded | \$1,501,182    | \$1,528,324    | \$1,445,174      | \$1,450,000    | (\$78,324)                |
| New Contracts Awarded  | 117            | 110            | 109              | 99             | (11)                      |

Cumulative Contracts

A total of \$28 million has been awarded since 1990.

**Participating communities:**

- Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, Pewaukee, and Waukesha
- Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa, Summit, Vernon, and Waukesha
- Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton, Mukwonago, North Prairie, Nashotah, Pewaukee, Sussex, Wales, and Menomonee Falls

**Non-Participating Communities:**

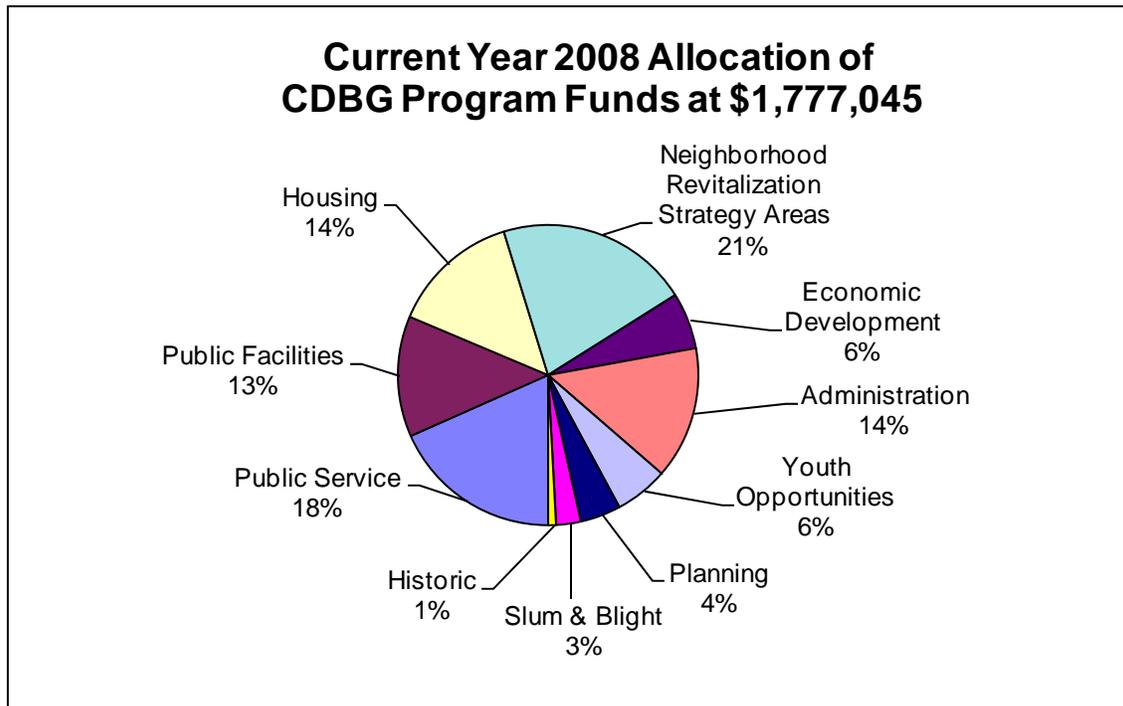
- Villages: Chenequa and Oconomowoc Lake

**COMMUNITY DEVELOPMENT PROGRAM YEAR**

- January CDBG / HOME program year begins
- February Public Hearings - Needs / Community Assessment for Program Year
- March Public Hearing - Grantee Performance Report (GPR) / Annual Housing Performance Report (AHPR)
- April Submit GPR and AHPR
- May Request for Proposals – Advertise and accept applications
- June Transmit copies of applications received to CDBG Board
- July Begin project application reviews  
Complete project application reviews
- August CDBG Board completes funding allocation recommendations  
Public Hearing on recommendations  
Executive Committee review, modify and/or approval of CDBG Board recommendations
- September County Board action on recommendations
- October Complete Grant Application / Environmental reviews for submission to HUD  
Write contracts for projects funded
- November Submission of Annual Consolidated Plan
- December Review carryover requests of previously funded projects  
Program year ends

Community Development Block Grant (cont.)

| Changes for the CDBG Program                           | CDBG               |
|--|--------------------|
| <u>Subgrantees</u>                                     |                    |
| 2008 Adopted Budget - BASE Subgrantee HUD Grants       | \$1,528,324        |
| 2008-HUD Award amount below 2008 Adopted Budget        | (\$83,238)         |
| 2009 Est. HUD Incr. from 2008 Actual awards            | \$4,914            |
| <b>Subtotal 2009 Subgrantee HUD Grants Amounts</b>     | <b>\$1,450,000</b> |
| <u>Revolving Loans</u>                                 |                    |
| 2008 Adopted Budget - Revolving Loan Program           | \$800,000          |
| 2009 Est. Revolving Loan Program Income Incr./ (Decr.) | (\$100,000)        |
| <b>Subtotal 2008 Revolving Program Income</b>          | <b>\$700,000</b>   |
| <b>2008 Adopted Budget</b>                             | <b>\$2,328,324</b> |
| <b>2009 Budget</b>                                     | <b>\$2,150,000</b> |
| <b>Total \$ Increase/ (Decrease)</b>                   | <b>(\$178,324)</b> |



\* The 2008 Adopted Budget estimated the grant to be \$1,528,324. The actual 2008 grant is \$1,445,086. The amount of \$1,777,045 includes the final 2008 grant award of \$1,445,086 plus reallocated amounts of \$331,959 from prior year budgets.

**HOME Investment Partnership Program**

**County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services**

**Program Description**

Administers Grant Program with Jefferson, Washington and Ozaukee Counties. Most of the program activity is subcontracted to other entities. The goal of this Federally sponsored program is to “increase the availability of decent, safe and affordable housing in urban and rural America, by increasing the supply of affordable, standard rental housing; improve substandard housing for existing homeowners and assist new homebuyers through acquisition, construction, and rehabilitation of housing, and provide tenant-based rental assistance.” (Waukesha County data only)

|                            | 2007<br>Actual     | 2008<br>Budget     | 2008<br>Estimate<br>(a)(b) | 2009<br>Budget     | Budget<br>Change   |
|----------------------------|--------------------|--------------------|----------------------------|--------------------|--------------------|
| <b>Staffing (FTE)</b>      | <b>0.61</b>        | <b>0.61</b>        | <b>0.61</b>                | <b>0.76</b>        | <b>0.15</b>        |
| General Government (a)     | \$687,602          | \$1,491,543        | \$1,440,823                | \$1,350,000        | (\$141,543)        |
| Other Revenue (b)          | \$283,534          | \$318,701          | \$167,701                  | \$268,985          | (\$49,716)         |
| Appr. Fund Balance         | \$0                | \$0                | \$0                        | \$0                | \$0                |
| <b>County Tax Levy (c)</b> | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>                 | <b>\$0</b>         | <b>\$0</b>         |
| <b>Total Revenues</b>      | <b>\$971,136</b>   | <b>\$1,810,244</b> | <b>\$1,608,524</b>         | <b>\$1,618,985</b> | <b>(\$191,259)</b> |
| Personnel Costs            | \$46,924           | \$49,061           | \$48,503                   | \$57,206           | \$8,145            |
| Operating Expenses (a)     |                    |                    |                            |                    |                    |
| Subgrantee Grants          | \$1,181,691        | \$1,700,000        | \$1,500,000                | \$1,502,062        | (\$197,938)        |
| Administrative             | \$28,294           | \$16,752           | \$15,590                   | \$17,539           | \$787              |
| Interdept. Charges         | \$37,152           | \$44,431           | \$44,431                   | \$42,178           | (\$2,253)          |
| Fixed Assets               | \$0                | \$0                | \$0                        | \$0                | \$0                |
| <b>Total Expenditures</b>  | <b>\$1,294,061</b> | <b>\$1,810,244</b> | <b>\$1,608,524</b>         | <b>\$1,618,985</b> | <b>(\$191,259)</b> |
| Rev. Over (Under) Exp. (d) | (\$322,925)        | -                  | -                          | -                  | -                  |

- (a) 2008 Estimate includes a 2007 carryover of encumbrances totaling \$963,021 and a 2007 carry-over of \$1,131,732 through separate ordinance. It is estimated that \$2.1 million will be carried over to the 2009 Budget.
- (b) Other Revenue includes \$250,000 for revolving loan program income and \$18,985 from Wisconsin Partnership housing development for facility rental charges.
- (c) This Special Revenue fund relies solely on Federal funding. The actual County Tax Levy is always \$0 for this fund.
- (d) The amount shown for the 2007 Actual represents revenues less than expenditures due to less revolving loan program repayments (Program Income) than revolving loans made during the year.



**Program Highlights**

General Government Federal HUD funding at \$1,350,000 represents a decrease of from the 2008 Adopted Budget.

In 2007, the County entered into sub-recipient agreements with WI Partnerships for housing development and administer down payment assistance and housing rehabilitation program; providing county reimbursed revenue of \$18,985 which includes the transfer of \$1,888 of expenditures previously paid by the County Executive’s budget to the WI Partnership expenses in the HOME program.

Personnel cost to continue increase slightly for costs to continue existing personnel including a 0.15 FTE shift of clerical position from the CDBG program.

Interdepartmental charges decrease by \$2,253 largely due to \$3,049 decrease in End User Technology charges.

HOME Investment Partnership Program (cont.)

| Activity   | 2007<br>Actual | 2008<br>Budget | 2008<br>Estimate | 2009<br>Budget | 08-09<br>Budget<br>Change |
|--|----------------|----------------|------------------|----------------|---------------------------|
| Grant Value Awarded  | \$1,422,925    | \$1,491,543    | \$1,350,285      | \$1,400,000    | (\$91,543)                |
| # of Down payment and Closing Cost Assistance              | 66             | 100            | 80               | 85             | (15)                      |
| # of Homebuyer Counseling (# People Counseled/ Homebuyers) | 322/66         | 370/125        | 325/80           | 350/85         | (20)/(40)                 |
| Housing Rehabilitation                                     | 56             | 85             | 65               | 73             | (12)                      |

Cumulative Contracts

A cumulative total of \$14 million has been awarded since 1998.

**Waukesha County Participating Communities\*:**

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, Pewaukee, and Waukesha

Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa, Summit, Vernon, and Waukesha

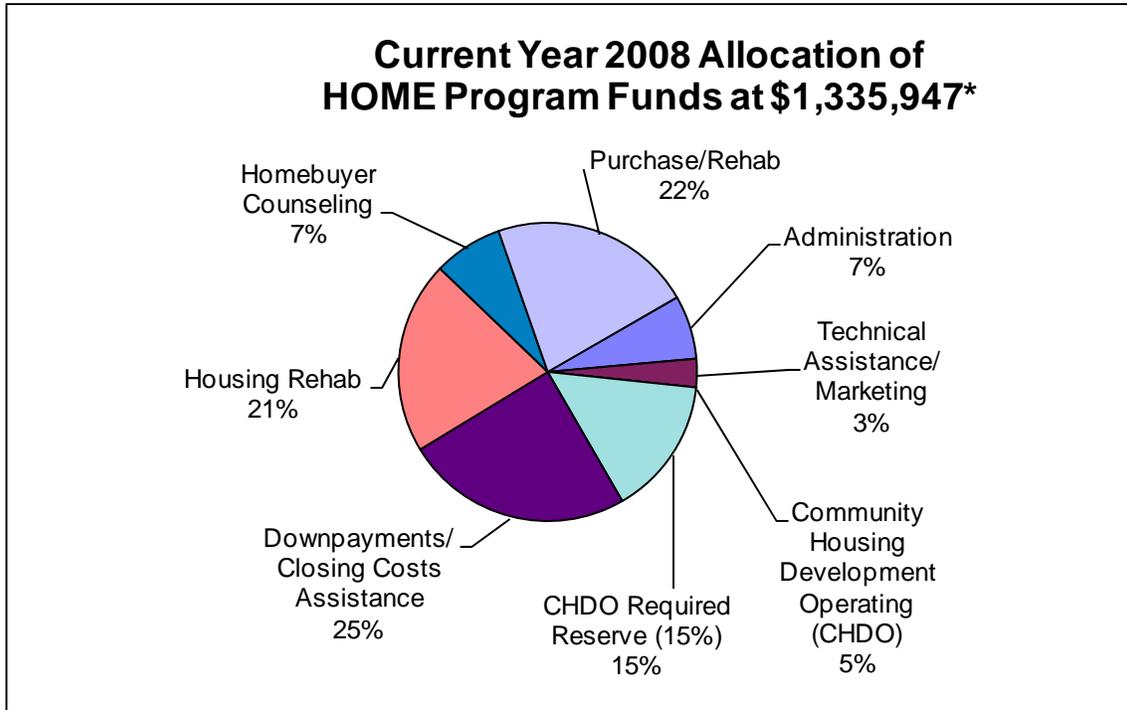
Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton, Mukwonago, North Prairie, Nashotah, Pewaukee, Sussex, Wales, German Town, and Menomonee Falls

**Waukesha County Non-Participating Communities:**

Villages: Chenequa and Oconomowoc Lake

\* HOME program participation includes 99 of 103 possible jurisdictions including all towns in Waukesha, Jefferson, Washington, and Ozaukee Counties and 22 of the 26 villages and cities.

| Changes for the HOME Program                        |                    |
|---|--------------------|
| <u>Subgrantees</u>                                  |                    |
| 2008 Adopted Budget - BASE Subgrantee HUD Grants    | \$1,491,543        |
| 2008 - HUD Award below 2008 Adopted Budget          | (\$141,191)        |
| 2009 Est. HUD decrease from 2008 Actual awards.     | (\$352)            |
| <b>Subtotal 2009 Subgrantee HUD Grants Amounts</b>  | <b>\$1,350,000</b> |
| <u>Revolving Loans</u>                              |                    |
| 2008 Adopted Budget - Revolving Loan Program        | \$300,000          |
| 2009 Est. Revolving Loan Program Income incr./decr. | (\$50,000)         |
| <b>Subtotal 2008 Revolving Program Income</b>       | <b>\$250,000</b>   |
| <b>Wisconsin Partnership</b>                        | <b>\$18,985</b>    |
| <b>2008 Adopted Budget</b>                          | <b>\$1,810,244</b> |
| <b>2009 Budget</b>                                  | <b>\$1,618,985</b> |
| <b>Total \$ Increase/ (Decrease)</b>                | <b>(\$191,259)</b> |



\* The 2008 Adopted Budget estimates the grant to be \$1,491,543. The actual final grant award is \$1,335,947 for HOME and \$14,405 for the American Dream Down payment Initiative.