## CR-05 - Goals and Outcomes

**Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)**

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

**Executive Summary**

Waukesha County has prepared its Consolidated Annual Performance and Evaluation Report (CAPER) covering the January 1 – December 31, 2018 program year in accordance with the US Department of Housing and Urban Development.  The CAPER will cover primarily the two US Department of Housing and Urban Development (HUD) entitlement grants received by Waukesha County, specifically the Community Development Block Grant Program (CDBG) and the HOME Investment Partnership Program (HOME).  Since Waukesha County does not directly receive Emergency Shelter (ESG) or HOPWA Housing Opportunity for Persons with AIDS funds, those programs are not described in detail in the CAPER. Waukesha County received a 2018 CDBG grant of $1,426,915, which was an increase of $112,821 from 2017, and received a HOME grant of $1,410,331, which was an increase of $394,543 from 2017.

**Highlights of 2018**

**HOUSING**

* The HOME Consortium Board awarded funding to five affordable housing development projects, which will result in a total of 210 affordable units in three of the Consortium’s four counties.
* Spring Harbor Apartments in Ozaukee County will be new construction, for a total of 40 affordable rental units for seniors (11 of which are HOME units).
* Muskego School Apartments in Waukesha County is 40 units, 34 of which are affordable units (22 for seniors, 18 for families). 8 of the units for seniors will be HOME designated units.
* White Rock Apartments will be 72 units of affordable rental housing for families in downtown Waukesha (11 will be HOME units). This project also received CDBG funding.
* Candise Street Lofts in Jefferson County will be an adaptive reuse of a former factory, for a total of 36 affordable rental units for families (11 will be HOME units with a preference for veterans).
* In addition, Lakeview Terrace is the acquisition/rehabilitation/preservation of a 28 unit affordable senior rental project in Mukwonago. 11 of the 28 units will be HOME funded units. This project also received CDBG funding.
* 77 families achieved their dream of homeownership in the four county area using our Downpayment Assistance or Purchase-Rehab Programs.
* 51 families rehabbed their homes and brought them up to local code with our HOME and CDBG Rehab programs.
* 77 families received homebuyer education and one-on-one housing counseling services.

**PUBLIC SERVICES AND NRSA ACTIVITIES**

* 596 people were offered overnight shelter in Waukesha County.
* 1108 adults received case management or homeless prevention services.
* 1,790 people received meals from the shelter meal programs.
* 157 adults received meals on wheels delivery.
* 625 people received special diet meals from the food pantry.
* 46 Seniors were assisted with meals and household chores.
* 139 youth participated in mentoring, social and leadership programs
* 366 Seniors and disabled adults were given rides in taxi and collaborative transportation programs.
* 977 adults and children received primary health or dental care, or prescription assistance in medical and dental programs.
* 55 women and children were offered shelter at a domestic abuse facility.

**Economic Development**

* 33 current and potential business owners received technical assistance and training on business plans and expansion.
* 19 adults received employment services.
* 68 LMI individuals attended business classes and 4 businesses received assistance for updating business plans.
* 2 businesses were assisted with façade improvements.

**Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)**

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee’s program year goals.

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Goal** | **Category** | **Source / Amount** | **Indicator** | **Unit of Measure** | **Expected – Strategic Plan** | **Actual – Strategic Plan** | **Percent Complete** | **Expected – Program Year** | **Actual – Program Year** | **Percent Complete** |
| Fair Housing Services | Fair Housing Services | CDBG: $ | Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit | Households Assisted | 0 | 0 |   |   |   |   |
| Fair Housing Services | Fair Housing Services | CDBG: $ | Public service activities other than Low/Moderate Income Housing Benefit | Persons Assisted | 0 | 0 |   |   |   |   |
| Fair Housing Services | Fair Housing Services | CDBG: $ | Public service activities for Low/Moderate Income Housing Benefit | Households Assisted | 720 | 218 |  30.28% |   |   |   |
| Homeless | Homeless | CDBG: $ | Homeless Person Overnight Shelter | Persons Assisted |   | 1899 |   | 405 | 540 |  133.33% |
| Homeless | Homeless | CDBG: $ | Homelessness Prevention | Persons Assisted | 7700 | 2337 |  30.35% | 996 | 1108 |  111.24% |
| Homeless | Homeless | CDBG: $ | HIV/AIDS Housing Operations | Household Housing Unit | 5 | 15 |  300.00% |   |   |   |
| Housing Rehabilitation/Zero Interest Loans | Affordable Housing | CDBG: $ / HOME: $ | Rental units constructed | Household Housing Unit | 0 | 22 |   |   |   |   |
| Housing Rehabilitation/Zero Interest Loans | Affordable Housing | CDBG: $ / HOME: $ | Rental units rehabilitated | Household Housing Unit | 0 | 16 |   | 8 | 16 |  200.00% |
| Housing Rehabilitation/Zero Interest Loans | Affordable Housing | CDBG: $ / HOME: $ | Homeowner Housing Added | Household Housing Unit | 2 | 49 |  2,450.00% | 1 | 0 |  0.00% |
| Housing Rehabilitation/Zero Interest Loans | Affordable Housing | CDBG: $ / HOME: $ | Homeowner Housing Rehabilitated | Household Housing Unit | 600 | 254 |  42.33% | 40 | 51 |  127.50% |
| Housing Rehabilitation/Zero Interest Loans | Affordable Housing | CDBG: $ / HOME: $ | Direct Financial Assistance to Homebuyers | Households Assisted | 50 | 362 |  724.00% | 85 | 77 |  90.59% |
| Non-Homeless Special Needs | Non-Homeless Special Needs | CDBG: $ | Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit | Persons Assisted | 1940 | 10122 |  521.75% |   |   |   |
| Non-Homeless Special Needs | Non-Homeless Special Needs | CDBG: $ | Public service activities other than Low/Moderate Income Housing Benefit | Persons Assisted | 0 | 0 |   | 250 | 0 |  0.00% |
| Planning and Administration | Planning and Administration | CDBG: $ / HOME: $ | Other | Other | 1 | 1 |  100.00% |   |   |   |
| Public Facilities and Improvements | Non-Housing Community Development | CDBG: $ | Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit | Persons Assisted | 0 | 17831 |   | 10000 | 17831 |  178.31% |
| Public Facilities and Improvements | Non-Housing Community Development | CDBG: $ | Homeless Person Overnight Shelter | Persons Assisted | 0 | 35 |   | 35 | 35 |  100.00% |
| Public Facilities and Improvements | Non-Housing Community Development | CDBG: $ | Overnight/Emergency Shelter/Transitional Housing Beds added | Beds | 0 | 0 |   |   |   |   |
| Public Facilities and Improvements | Non-Housing Community Development | CDBG: $ | Other | Other | 105 | 1 |  0.95% |   |   |   |
| Public Improvement | Non-Housing Community Development | CDBG: $ | Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit | Persons Assisted | 1000 | 219018 |  21,901.80% |   |   |   |
| Public Improvement | Non-Housing Community Development | CDBG: $ | Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit | Households Assisted | 0 | 0 |   |   |   |   |
| Public Services | Non-Homeless Special Needs | CDBG: $ | Public service activities other than Low/Moderate Income Housing Benefit | Persons Assisted | 0 | 21592 |   | 4279 | 7153 |  167.17% |
| Public Services | Non-Homeless Special Needs | CDBG: $ | Public service activities for Low/Moderate Income Housing Benefit | Households Assisted | 25700 | 18696 |  72.75% |   |   |   |
| Public Services | Non-Homeless Special Needs | CDBG: $ | Homeless Person Overnight Shelter | Persons Assisted | 0 | 0 |   | 0 | 0 |   |
| Public Services | Non-Homeless Special Needs | CDBG: $ | HIV/AIDS Housing Operations | Household Housing Unit | 0 | 0 |   |   |   |   |
| Special Economic Development | Non-Housing Community Development | CDBG: $ | Facade treatment/business building rehabilitation | Business | 0 | 5 |   | 11 | 2 |  18.18% |
| Special Economic Development | Non-Housing Community Development | CDBG: $ | Jobs created/retained | Jobs | 155 | 28 |  18.06% | 30 | 0 |  0.00% |
| Special Economic Development | Non-Housing Community Development | CDBG: $ | Businesses assisted | Businesses Assisted | 31 | 51 |  164.52% | 21 | 4 |  19.05% |

Table 1 - Accomplishments – Program Year & Strategic Plan to Date

**Assess how the jurisdiction’s use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.**

All 2018 activities were consistent with the approved Consolidated Plan, meet HUD strategic plan goals and objectives and concentrated resources to areas of high priority with emphasis on serving identified Neighborhood Revitalization Strategy Areas.

The Priorities/Categories identified in the Consolidated Plan are: Homeless, Affordable Housing, Non-Housing Community Development (Public Improvement, Public Facilities, and Economic Development), Public Service (including NRSA Public Service), Fair Housing Services, and Planning and Administration. All of the categories were addressed in the 2018 year, and most of the goals were met or exceeded.

## CR-10 - Racial and Ethnic composition of families assisted

**Describe the families assisted (including the racial and ethnic status of families assisted). 91.520(a)**

|  |  |  |
| --- | --- | --- |
|  | **CDBG** | **HOME** |
| White | 79,128 | 94 |
| Black or African American | 1,807 | 1 |
| Asian | 1,236 | 1 |
| American Indian or American Native | 299 | 0 |
| Native Hawaiian or Other Pacific Islander | 35 | 0 |

|  |  |  |
| --- | --- | --- |
|  |  |  |
| **Total** | **82,505** | **96** |

|  |  |  |
| --- | --- | --- |
|  |  |  |
| Hispanic | 5,020 | 9 |
| Not Hispanic | 77,485 | 87 |

**Table 2 – Table of assistance to racial and ethnic populations by source of funds**

**Narrative**

In Waukesha County, minority residents comprise 6.1% of the County’s population. HUD defines areas of racial or ethnic concentration as geographical areas where the percentage of residents who are racial or ethnic minorities is 10 percentage points higher than the percentage in the county overall. The County has seven census tracts with high concentrations of racial and ethnic minority populations. Hispanic residents account for the majority of minority population in 6 out of the 7 census tracts, with Asian residents being the majority minority population in one census tract. The disproportionately greater needs of racial and ethnic minority groups may include housing problems, severe housing problems, and cost burdens. These needs vary based on specific racial and ethnic group.

In low- and moderate- income communities, racial, ethnic, and socio-economic diversity could provide an opportunity for enhancing the quality of life for residents. The County has three Neighborhood Revitalization Strategy Areas. Phoenix Heights, Haertel Field, and West Side, all located in the City of Waukesha. These areas are developed around low-to moderate income Census block groups, contain high concentration of racial and ethnic minorities (primarily Hispanic), and seek to engage community residents and target asset based community development in these regions.

You can see this reflected in the table showing the racial and ethnic makeup of the families assisted with CDBG. Black or African American residents of Waukesha County account for 1.4% of the total population of the County, according to the 2015 American Community Survey 5-Year Estimates. .4% of those served with CDBG funds were Black or African American. Hispanics account for 4.5% of the population of Waukesha County, but 6% of those served with CDBG fall into this ethnic category.

## CR-15 - Resources and Investments 91.520(a)

**Identify the resources made available**

|  |  |  |  |
| --- | --- | --- | --- |
| **Source of Funds** | **Source** | **Resources Made Available** | **Amount Expended During Program Year** |
| CDBG | CDBG | 2,781,915 | 2,215,933 |
| HOME | HOME | 1,610,331 | 891,680 |
| HOPWA | HOPWA |   |   |
| ESG | ESG |   |   |
| Other | Other |   |   |

Table 3 - Resources Made Available

**Narrative**

**Identify the geographic distribution and location of investments**

|  |  |  |  |
| --- | --- | --- | --- |
| **Target Area** | **Planned Percentage of Allocation** | **Actual Percentage of Allocation** | **Narrative Description** |
| HAERTEL FIELD | 33 | 33 |   |
| PHOENIX HEIGHTS | 33 | 33 |   |
| WESTSIDE NRSA | 33 | 33 |   |

Table 4 – Identify the geographic distribution and location of investments

**Narrative**

Waukesha County identified three NRSAs in the City of Waukesha in 1999. The County has continued to designate the three NRSAs as high priority areas for funding and community development. Up to 10% of the total CDBG allocation (including potential program income) each year is targeted toward Community Based Development Organizations (CBDOs) who concentrate their services in one or more of these three areas. Waukesha County has chosen to divide up the allocation equally between all three of the NRSAs (approximately 33 percent for each) because the majority of the nonprofits who provide services in the NRSAs work with clients in all three of the areas. Economic development is the highest priority for funding in the NRSAs, including services that assist low and moderate income families in finding and maintaining jobs.

The Phoenix Heights, Haertel Field, and West Side Neighborhood Revitalization Strategy Areas (NRSAs) include downtown Waukesha and the surrounding Central City. Please see the maps of each NRSA. Almost 9,000 residents live in these three neighborhoods, encompassing about 12% of the entire population of the City of Waukesha. Recent trends within these neighborhoods include a growing diverse population of Latino and African American residents and an increasing concentration of residents age 65 and over.

CDBG funds nonprofit organizations (CBDOs) who directly benefit clients/households located in three HUD approved Neighborhood Revitalization Strategy Areas (NRSA). In 2018, Waukesha County funded 10 nonprofit agencies to deliver services in the NRSA areas, for a total of $131,000. The total number of clients served was 1,692 people, with programs such as employment training, free or reduced price medical and dental services, free clothing and meals, and literacy education. Please see the attached NRSA 2018 Summary Report for more information about NRSA key indicators.

**Leveraging**

**Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.**

Federal resources provide gap financing, assistance to meet client needs or are used as leverage to secure other resources. Waukesha County requires that applicants identify in their application other resources received to leverage CDBG funding both for the agency and for the specific activity seeking funds. The County rarely fully funds any program or project, instead it requires leverage ranging from 1:1 in program service dollars, to 3:1 in economic development loans, to a typical 10:1 or larger ratio for housing development.  Program income funds generated during this Action Plan period are leveraged to increase services to low and moderate residents within the jurisdiction.

The HOME program is similar in that HOME funding is generally considered gap financing, particularly for housing development projects.  The exception to this is the Housing Rehabilitation program, which may be the sole source of the rehab being undertaken. The Downpayment Assistance program leverages the private lender mortgage on a $5,000 to average $160,000 mortgage.  HOME assistance to developers depends on the size of the project, but is rarely granted at more than $40,000 of HOME per unit. Leverage for development projects is typically a 10:1 ratio minimum, but is often much higher.

| **Fiscal Year Summary – HOME Match** |
| --- |
| 1. Excess match from prior Federal fiscal year | 52,943 |
| 2. Match contributed during current Federal fiscal year | 510,000 |
| 3. Total match available for current Federal fiscal year (Line 1 plus Line 2) | 562,943 |
| 4. Match liability for current Federal fiscal year | 167,573 |
| 5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4) | 395,370 |

Table 5 – Fiscal Year Summary - HOME Match Report

|  **Match Contribution for the Federal Fiscal Year** |
| --- |
| **Project No. or Other ID** | **Date of Contribution** | **Cash****(non-Federal sources)** | **Foregone Taxes, Fees, Charges** | **Appraised Land/Real Property** | **Required Infrastructure** | **Site Preparation, Construction Materials, Donated labor** | **Bond Financing** | **Total Match** |
| 4988 | 12/31/2018 | 510,000 | 0 | 0 | 0 | 0 | 0 | 510,000 |

Table 6 – Match Contribution for the Federal Fiscal Year

**HOME MBE/WBE report**

| **Program Income** – Enter the program amounts for the reporting period |
| --- |
| **Balance on hand at begin-ning of reporting period****$** | **Amount received during reporting period****$** | **Total amount expended during reporting period****$** | **Amount expended for TBRA****$** | **Balance on hand at end of reporting period****$** |
| 32,118 | 587,025 | 461,672 | 0 | 157,471 |

Table 7 – Program Income

|  |
| --- |
| **Minority Business Enterprises and Women Business Enterprises –** Indicate the number and dollar value of contracts for HOME projects completed during the reporting period |

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Total** | **Minority Business Enterprises** | **White Non-Hispanic** |
| **Alaskan Native or American Indian** | **Asian or Pacific Islander** | **Black Non-Hispanic** | **Hispanic** |

|  |
| --- |
| **Contracts** |
|  |  |  |  |  |  |  |
| Dollar Amount | 0 | 0 | 0 | 0 | 0 | 0 |
| Number | 0 | 0 | 0 | 0 | 0 | 0 |

|  |
| --- |
| **Sub-Contracts** |
|  |  |  |  |  |  |  |
| Number | 0 | 0 | 0 | 0 | 0 | 0 |
| Dollar Amount | 0 | 0 | 0 | 0 | 0 | 0 |

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Total** | **Women Business Enterprises** | **Male** |

|  |
| --- |
| **Contracts** |
|  |  |  |  |
| Dollar Amount | 24,979 | 24,979 | 0 |
| Number | 2 | 2 | 0 |

|  |
| --- |
| **Sub-Contracts** |
|  |  |  |  |
| Number | 0 | 0 | 0 |
| Dollar Amount | 0 | 0 | 0 |

Table 8 - Minority Business and Women Business Enterprises

|  |
| --- |
| **Minority Owners of Rental Property** – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted |

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Total** | **Minority Property Owners** | **White Non-Hispanic** |
| **Alaskan Native or American Indian** | **Asian or Pacific Islander** | **Black Non-Hispanic** | **Hispanic** |
| Number | 0 | 0 | 0 | 0 | 0 | 0 |
| Dollar Amount | 0 | 0 | 0 | 0 | 0 | 0 |

Table 9 – Minority Owners of Rental Property

|  |
| --- |
| **Relocation and Real Property Acquisition –** Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition |

|  |  |  |
| --- | --- | --- |
|  | **Number** | **Cost** |
| Parcels Acquired | 0 | 0 |
| Businesses Displaced | 0 | 0 |
| Nonprofit Organizations Displaced | 0 | 0 |
| Households Temporarily Relocated, not Displaced | 0 | 0 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Households Displaced** | **Total** | **Minority Property Enterprises** | **White Non-Hispanic** |
| **Alaskan Native or American Indian** | **Asian or Pacific Islander** | **Black Non-Hispanic** | **Hispanic** |
| Number | 0 | 0 | 0 | 0 | 0 | 0 |
| Cost | 0 | 0 | 0 | 0 | 0 | 0 |

Table 10 – Relocation and Real Property Acquisition

## CR-20 - Affordable Housing 91.520(b)

**Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.**

|  | One-Year Goal | Actual |
| --- | --- | --- |
| Number of Homeless households to be provided affordable housing units | 405 | 0 |
| Number of Non-Homeless households to be provided affordable housing units | 0 | 0 |
| Number of Special-Needs households to be provided affordable housing units | 250 | 0 |
| **Total** | **655** | **0** |

Table 11 – Number of Households

|  | One-Year Goal | Actual |
| --- | --- | --- |
| Number of households supported through Rental Assistance | 0 | 0 |
| Number of households supported through The Production of New Units | 0 | 0 |
| Number of households supported through Rehab of Existing Units | 54 | 51 |
| Number of households supported through Acquisition of Existing Units | 85 | 77 |
| **Total** | **139** | **128** |

Table 12 – Number of Households Supported

**Discuss the difference between goals and outcomes and problems encountered in meeting these goals.**

2015 was the first year using the Consolidated Plan template in the eCon Planning Suite for IDIS Online for Waukesha County. The 2015 CAPER was the first time that we experienced how IDIS would draw data and reporting information and populate the template. It became clear that we will have to adjust some of our Goal and Priority information in the Consolidated Plan to accurately reflect how CDBG and HOME are used. We anticipate that we will amend the Consolidated Plan in 2019 now that we have a better idea of how reporting information will populate in the CAPER.

For example, the one-year goal numbers identified in the 2018 Annual Plan for the table above are supposed to be numbers that show actual housing units provided for the homeless, non-homeless and special needs populations. Neither Waukesha County nor its consultants, WFN Consulting, realized that when the Consolidated Plan and Annual Plan were developed. Instead, Waukesha County entered one year goal numbers for Number of Households to be Supported for those populations, which used estimated numbers for homeless sheltering in 2018. As a result, there is a large discrepancy between the goal number and the actual number.

**Discuss how these outcomes will impact future annual action plans.**

Waukesha County will amend the Consolidated Plan in 2019, to accurately reflect the estimated numbers for affordable housing units provided for the homeless, non-homeless and special needs populations.

**Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.**

|  |  |  |
| --- | --- | --- |
| **Number of Households Served** | **CDBG Actual** | **HOME Actual** |
| Extremely Low-income | 1 | 2 |
| Low-income | 3 | 26 |
| Moderate-income | 3 | 68 |
| **Total** | **7** | **96** |

Table 13 – Number of Households Served

**Narrative Information**

Waukesha County tries to serve all low and moderate income levels with its affordable housing programs. In 2018, 3% of the clients served with HOME and CDBG were extremely low income. 28% of the clients were low income, which are a mix of renters, homeowners using the rehab program and a few people purchasing a home with our downpayment assistance program. Finally, 69% of the affordable housing clients were moderate income. The majority of these clients used our homeowner rehab program, and our downpayment assistance program. These statistics have been consistent for many years.

Waukesha County and the HOME Consortium try to address “worst case needs”, and meeting the needs of persons with disabilities, in a variety of ways. Worst-case housing needs are defined as low-income renter households who pay more than half of their income for rent, live in seriously substandard housing, which includes homeless people, or have been involuntarily displaced. The HOME Consortium encourages developers of new rental housing to create units available for renters at or below 30% of the CMI, in part by awarding projects with that unit makeup more points in scoring. In fact, all of the rental project funding with HOME dollars in the last five years have been for units at that level. Priority is given to projects that house formerly homeless individuals, and people with disabilities. In 2018, 5 housing development projects of permanent rental housing were approved by the HOME Consortium, which will result in 210 new affordable rental units. All of the projects are expected to be constructed in 2019, and the majority are for units that will rent to families at or below 30% CMI.

## CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

**Evaluate the jurisdiction’s progress in meeting its specific objectives for reducing and ending homelessness through:**

**Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

Waukesha County is a participant in the Wisconsin Balance of State Continuum of Care Committee on Homelessness, though it's local Continuum of Care, the Housing Action Coalition of Waukesha County. The WIBOSCOC conducts the point-in-time count twice per year in January and July. This count is intended to include persons that are homeless and are living in emergency shelters, transitional housing, safe havens for the homeless, domestic violence shelters, or who are unsheltered living on the streets or any other place not mean for human habitation.

The Housing Action Coalition reached out to homeless persons (especially unsheltered persons) through meal programs, day programs, drop-in centers, and hospitals. In addition, information is collected annually using the point in time survey form and is then summarized. The point in time surveys are one on one interviews held with the consumers. Additionally, outreach teams regularly travel the County, and visit camps and other known homeless areas.

Waukesha County is working in collaboration with the nonprofit community and other stakeholders, to implement a Housing First model to end homelessness. This model requires the homeless services providers and the funders to make major changes in policy and procedures. The community is working hard on these changes using a collective impact model, which takes time. Waukesha County has helped to lead these changes and to support the nonprofit organizations during this time.

**Addressing the emergency shelter and transitional housing needs of homeless persons**

Waukesha County will continue to provide assistance to nonprofit agencies to develop and implement a coordinated assessment system throughout the jurisdiction. Waukesha County will continue to support homeless service providers, funders, and stakeholders who recognize the need to shift focus and resources from short-term, emergency shelter to long-term, permanent housing, in order to end homelessness.

In 2018, Waukesha County expended a total of $148,796 for emergency shelter, drop-in shelter, transitional housing or case management for homeless persons, which provided services or overnight shelter to 596 people. In addition, Waukesha County expended $47,282 on community meal programs that primarily serve the homeless population in the County, feeding 1,790 people.

Finally, in 2018, Waukesha County awarded a grant of $1,000,000 to the Housing Action Coalition, the local COC, to purchase and rehabilitate a building to be used for an emergency overflow shelter in winter and inclement weather, along with a co-location facility for nonprofits that serve the homeless. The work on the project is expected to be complete in 2019, but the temporary shelter is already in use, serving single women and families with children.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs**

Besides the direct allocation of funds for the operation of homeless shelters, CDBG funds prevent homelessness through funding nonprofit organizations that offer evening free meal programs, free clothing at the drop-in center, free food at the food pantries,  free and reduced price medical and dental services for adults and children, case managment and counseling, childcare to assist low income households, and economic development to create low and moderate income jobs. Some of the nonprofits that CDBG funded for homeless prevention activities in 2018 include, the Hope Center, La Casa de Esperanza, Safe Babies, Healthy Families, The Salvation Army, The Women's Center, Waukesha County Community Dental Program, Food Pantry of Waukesha County, ERAs, Lake Area Free Clinic, and St. Joseph's Medical Center.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

Waukesha County has worked hard in 2018 to implement a Housing First model in the community. This effort was decided by the community of nonprofit service providers and their funders, as a better way to support homeless service providers, funders, and stakeholders who recognize the need to shift focus and resources from short-term, emergency shelter to long-term, permanent housing, in order to end homelessness. Waukesha County and the Housing Action Coalition support the adoption of the Housing First model by all shelter, transitional and permanent housing providers.

## CR-30 - Public Housing 91.220(h); 91.320(j)

**Actions taken to address the needs of public housing**

The WHA had been updating the plumbing, bathrooms, and kitchens at its 6 story high rise. In 2018 the WHA did not continue with this project due to limited available funds from HUD to address the needs of Public Housing buildings. Due to scores received by the Real Estate Assessment Center for inspection of properties, HUD staff feels the needs on the Scattered Site units need to be addressed. The WHA owns 93 buildings which consist of 1 6 story high rise which houses 115 households, and 92 duplexes, quad-plexes and single family homes scattered throughout the City of Waukesha. The limited amount of funds received by HUD each year is not enough to address the needs of these properties, however the WHA continues to do the best it can do with the amount it receives. In 2018 the WHA replaced roofs, siding, driveways, sidewalks and retaining walls. There is much more work to be done on its scattered sites, as well as finishing the remaining plumbing, bathroom, and kitchens at Saratoga Heights.

The Waukesha Housing Authority continued to work with Workforce Development in 2018. WHA keeps itsresidents updated as to programs, financial aid, and other training opportunities that are available to help its residents become self-sufficient. The WHA posts all job openings and job fairs held by Workforce Development. The WHA was not contacted this year in regards to the youth build program.  In past years participation from our residents was very low. In a 3 year period only 2 persons participated. The Waukesha Housing Authority also has been working with La Casa de Esperanza for job training opportunities and other resources that may help the families we serve, such as budgeting and finance assistance.

The Waukesha Housing Authority continues to seek help with its residents which have developmental disabilities as well as those who are homeless. The WHA has seen a substantial rise in evictions of families who were homeless, or those with developmental disabilities from its housing units due to the fact that they are not receiving or not accepting proper services from providers. All residents under HUD regulation are to follow the same rules.  While accommodations are granted to those with disabilities, they are not continual exceptions, but rather a 1 time warning with an opportunity to correct the situation.  Without continual help this population will not be able to secure long term housing.  Resources available to WHA are minimal or none, which is unfortunate as these families are desperate need of housing, but are unable to follow the rules and regulations which go along with the program requirements. The WHA has done outreach to address this issue, however there has been no assistance given to the WHA to deal with this population, and to help them secure LONG TERM housing.  This continues to be a growing problem.

**Actions taken to encourage public housing residents to become more involved in management and participate in homeownership**

The Waukesha Housing Authority did not have any active households participate in the family self-sufficiency program in 2018. WHA does encourage the tenants to work, contact those who are not working when it see positions or job fairs are being held at Workforce Development.  As HUD has re-captured the reserves of housing authorities, and is not funding at 100% of need, it could be detrimental to the housing authority to self-fund an FSS program, as all escrow would need to paid as part of HAP.  Also with the continual cuts to administrative funds, it would be difficult to fund a staff person for this position.  WHA's current staff is not capable of performing its current duties in addition to the multiple hours that are needed to properly administer an FSS program.

The Waukesha Housing Authority has been doing outreach to landlords within Waukesha County.  WHA receives many calls in reference to ADA units available within the County.  With the rising cost of rent in Waukesha County, it is getting more difficult for voucher holders to find units that will fit the allowed maximum rent, which is set by HUD each year.  WHA finds many voucher holders living in Waukesha County for one year and then moving to a different jurisdiction. A couple of reasons noted from people who exercise their rights to for portable are:  they have no support system here, so move closer to family and friends, unit options are limited, and public transportation is limited or non-existent in the County of Waukesha.  Many cannot afford a vehicle, which makes it impossible for them to live anywhere that public transportation is not readily available.  WHA has been meeting with Milwaukee Metropolitan Fair Housing to participate in a Housing Mobility program, which will serve a couple of purposes.  This program would help those with no support system in Waukesha County, find the support they need.  This program will also focus on landlord recruitment, which hopefully will open more doors for all voucher holders.  WHA will continue to meet with MMFHC as updates become available.

**Actions taken to provide assistance to troubled PHAs**

No PHA's were declared troubled in 2018.

## CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

**Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)**

In 2018, the Parks and Land Use Department engaged in the following activities which addressed housing issues or which promoted or authorized multi-family or affordable housing within Waukesha County:

* **Downtown Okauchee Land Use Plan and Zoning Ordinance amendments**

Waukesha County led an advisory committee process to evaluate alternatives to help invigorate downtown Okauchee.  The recommended scheme is anticipated to:

* Bring the entire project area into the Mixed Use County plan category to allow for mixed compatible uses.
* Provide for an increase in available allowable residential densities.
* Makes multi-family use permitted by right in some project sub areas.
* Reduces area requirements for dwelling units in mixed use buildings.
* Reduce building setbacks and offsets.
* **Residential Planned Unit Developments**.  Waukesha County approved four residential planned unit developments in the Towns of Lisbon, Merton, Oconomowoc and Waukesha to be developed with smaller lot sizes or higher densities than what is required for conventional subdivisions.
* **Development Review Team**.  Waukesha County recommended smaller lot sizes, neo-traditional design and multi-family uses as part of the review of two proposed projects in the towns of Lisbon and Waukesha.

**Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)**

The Waukesha County Executive appoints four citizens to the Board of Directors of the Housing Action Coalition. The Community Development Manager is on of the appointed Board members, and served as the Vice President of HAC during 2018. The Housing Action Coalition (HAC) acts as the Continuum of Care for Waukesha County. HAC is a strong force for meeting underserved needs, by bringing in more funding to the County for these services, and by helping the nonprofit member organizations collaborate more effectively. Other members include; Catholic Charities, Independence First, Metropolitan Milwaukee Fair Housing Council, ProHealth Care, Safe Babies Healthy Families, St. Joseph’s Medical Clinic, SWERPC, Waukesha County UW Cooperative Extension, Interfaith Senior Programs, Hebron House of Hospitality, Hope Center, National Alliance of the Mentally Ill (NAMI), Waukesha County Mental Health Association, The Women’s Center of Waukesha County, Lutheran Social Services of Wisconsin, Habitat for Humanity, Salvation Army of Waukesha County, Richard’s Place, and the Waukesha Housing Authority. The member organizations work together to identify underserved needs and to try to meet them, collectively.

 In addition, Waukesha County is an active, founding member of a new collaborative, called Thriving Waukesha. Together with the United Way of Waukesha County, the Greater Milwaukee Foundation and the Waukesha Community Foundation, Waukesha County is working towards addressing unmet needs identified by the nonprofit organizations. One of the first issues the collaborative is working to address is homelessness and affordable housing. The second issue identified was transportation.

**Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)**

Waukesha County contracts with a housing inspector who is a licensed lead inspector and risk assessor by the State of Wisconsin. The Purchase-Rehab and Rehab programs funded through HOME and CDBG require that all lead hazards, which are identified in a Risk Assessment, are corrected as part of the rehabilitation process and final clearance tests are performed to ensure the home is lead safe.

**Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)**

Waukesha County targets persons living below the poverty level with many of its CDBG funded programs. Subgrantees such as the Waukesha Food Pantry, La Casa Childcare, meal programs at the HOPE Center and Salvation Army and all funded homeless/domestic abuse/pregnancy shelters all provide services to alleviate poverty or assist persons currently in poverty.

CDBG funds Hebron House of Hospitality and NAMI, who operate in conjunction with other agencies an expediting Social Security Disability (SSI-D) program to assist disabled persons in obtaining Social Security payments.  Other CDBG subgrantees, such as La Casa de Esperanza, The Women’s Center, and Easter Seals provide specialized employment, training, job skill building or employment opportunities to victims of domestic abuse, bilingual, mentally, developmentally or physically disabled persons. The Literacy Council of Greater Waukesha is a long-funded CDBG subgrantee, who’s work to help adults achieve literacy in English is an important first step for many people in obtaining jobs.

Finally, Waukesha funds economic development projects which create low and moderate income jobs in the County through its long running Revolving Loan Fund, and through partnership with the Wisconsin Women's Initiative Business Corporation, to target microenterprises who wish to expand or locate into downtown Waukesha. In addition, WWBIC assisted  small businesses with business plan development and growth strategies, which will hopefully create more low/mod jobs in the future.

**Actions taken to develop institutional structure. 91.220(k); 91.320(j)**

Waukesha County Community Development staff have participated in and outreached to a number of institutional structures relating to existing programs and to overcome gaps in the community in 2018. Staff participated in various boards, committees, collaborations and coalitions that address various issues in the community, including:

          1)       Thriving Waukesha

          3)       Housing Action Coalition including serving as Vice President on the Board of Directors

          4)       National Association of County Community And Economic Development (NACEED)

**Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)**

Waukesha County is an active participant in the local Continuum of Care, known as the Housing Action Coalition, which has recently undergone a transition. The HAC (previously a collection of nonprofit organizations focused on homelessness issues) has changed into a “backbone agency” with a new Board of Directors, hired staff, and a mission to bring the community together around affordable housing and homelessness. Waukesha County was an active member of the steering committee driving this change in 2015, and continued to take an active role through 2017 and 2018, both in terms of leadership and funding. The County Executive appoints 4 members to the Board of Directors, one of which was the Community Development Manager, who was elected Vice President.

One of the purposes of the newly restructured Housing Action Coalition is to increase the coordination between public entities, private organizations and businesess, and social service agencies. Homelessness is a community problem that needs to be solved by the entire community, not a small group of service providers. Increasing the public and private membership on the Board has helped to bridge these gaps and connect people and organizations from different fields around the issue of homelessness. The HAC has purchased a building in Waukesha to develop a co-location faciliity for homeless services providers, which will also include a permanent location for the winter overflow shelter. HAC has started fundraising for this project and expects rehabilitation of the site to be finished in 2020.

**Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)**

2018 was the fourth year of the 2015—2019 Analysis of Impediments and Consolidated Plan. Every year, Waukesha County informs all municipalities in the four county region about the impediments identified in the AI, and offers suggestions on how to address them. Waukesha County collects information at the end of the year from the municipalities in the four county region about their efforts. All of the responses are attached to this CAPER, but highlights from that report include:

* The City of Cedarburg created a new TID in 2018 that will clean up a contaminated site and allow for a mixed use development project, with an emphasis on workforce housing.
* The Village of Dousman amended its zoning code to allow 2nd story multi-family units in the downtown.
* The City of Fort Atkinson approved Planned Development Districts in its zoning code to allow for flexible housing development.
* The Village of Menomonee Falls began construction on the revitalization of the main street corridor, and is offering density bonuses to create affordable housing in this important job center.
* The City of Mequon approved the development of 23 homes on small lots, all under 4,000 square feet.
* City of Muskego staff attended three trainings related to housing inequity and inclusive communities in 2018.
* The City of New Berlin hosted a first time homebuyer seminar, and has offered grants to first time homebuyers since 2017.
* The City of Oconomowoc extended sewer to lands proposed to serve future residential development.
* The City of Oconomowoc created an "Elderly Housing Authority" to help developers secure federal funding for the creation/preservation of senior housing. This was used for the first time for the Towner Crest Apartments (120 units).
* The Village of Sussex sent letters containing informational materials about the Fair Housing Act to landlords.
* The City of Watertown adopted an accessory dwelling unit ordinance in 2018.
* The City of Waukesha completed a comprehensive housing study.
* The City of West Bend approved plans for the redevelopment of an old school into affordable, multi-family units which closed in 2018. Construction will be complete in 2019.

## CR-40 - Monitoring 91.220 and 91.230

**Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

Waukesha County conducts “desk monitoring” on a regular basis for all of our programs. Staff produce monthly expenditure reports to determine if subgrantees are undertaking projects and making progress in meeting timeliness requirements. Waukesha County also receives a written report six months into the program year and a final year end report from every subgrantee. In addition, Waukesha County collects MBE/WBE, Section 3, and prevailing wage reports from applicable agencies. Finally, Waukesha County requests information from every city and village in the HOME Consortium area regarding furthering fair housing and addressing impediments to fair housing, on an annual basis.

In 2018, Waukesha County staff conducted on-site monitoring of seven CDBG Subgrantees, and four HOME rental projects. The monitoring was conducted from September through December 2018. Agencies are selected for monitoring based on their risk factor score, being a new subgrantee, or have not previously been monitored. The agencies who were monitored are:

* Family Services CARE Center
* Hebron House Siena House
* Waukesha Literacy Council
* Oconomowoc Silver Streak Taxi
* Parents Place
* St. Joseph's Medical Clinic
* City of Waukesha ADA sidewalks public facilities project
* HOME Berkshire Oconomowoc Apartments
* HOME Village Pointe Commons
* HOME Monroe Street Apartments
* HOME Hickory Flats Apartments

**Citizen Participation Plan 91.105(d); 91.115(d)**

**Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports**.

Waukesha County followed federal requirements related to Citizen Participation and our Citizen Participation Plan, for publishing information in the official newspaper of the county for the notice of Public Hearings and/or Public Comment periods in 2018 for:

1)       Availability of Application for 2019 CDBG, and technical assistance training session for the application

2)       Proposed Allocation for 2019 HOME and CDBG, including public comment period and public hearing

3)       2018 Annual Plan (Amended to include actual allocation amounts)

3)       2019 Annual Plan and 2017 CAPER, including public comment period and public hearing

4)       Environmental Review for proposed housing development projects, including public comment period

Public Notices are published in the Waukesha County Freeman, the County’s official newspaper for projects in Waukesha County, and in the official newspapers of Jefferson, Ozaukee and Washington Counties for projects or developments specific to those counties. In addition, Waukesha County publishes notices of these events and reports on its website, and emails its current subgrantee list a notification for all of the above listed events and reports.

**CR-45 - CDBG 91.520(c)**

**Specify the nature of, and reasons for, any changes in the jurisdiction’s program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.**

Waukesha County has not had any major changes in program objectives in recent years.

**Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?**

No

**[BEDI grantees] Describe accomplishments and program outcomes during the last year.**

## CR-50 - HOME 91.520(d)

**Include the results of on-site inspections of affordable rental housing assisted under the program to determine compliance with housing codes and other applicable regulations**

Please list those projects that should have been inspected on-site this program year based upon the schedule in §92.504(d). Indicate which of these were inspected and a summary of issues that were detected during the inspection. For those that were not inspected, please indicate the reason and how you will remedy the situation.

2018 marked the fourth year that Waukesha County has implemented a robust schedule of monitoring for affordable rental housing projects. Staff conducted onsite monitoring of four projects.

* The Berkshire Oconomowoc
* Hickory Flats, City of Waukesha
* Monroe Street Apartments, City of Waterloo, Jefferson County
* Village Pointe Commons, City of Grafton, Ozaukee County

All of the facilities were for the most part in compliance. Small issues with record keeping and tracking were discovered in some, and have been remedied.

**Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units. 92.351(b)**

Waukesha County requires that HOME funded developers use affirmative marketing practices to encourage residents of the Milwaukee metropolitan statistical area to increase their awareness of available housing, and to facilitate access to housing opportunities.  Affirmative marketing means removing barriers to housing choice, such as encouraging and providing language access to housing programs and making households aware of opportunities outside of their neighborhoods or cities.

Waukesha County requires developers and owners of HOME funded rental units to conduct affirmative marketing for the prospective tenants of their units. We include language detailing this in all of our contracts, and we contact all developers before the units are marketed to let them know that the HOME funding carries with it a responsibility to use affirmative marketing practices. Waukesha County expects that developers will create and implement a marketing plan that ensures that eligible persons from all racial, ethnic and gender groups are given the opportunity to reside in the HOME funded project.

We require that all developers/owners complete a multi family affirmative marketing plan using the HUD template, and return it to us for review before any marketing of their units begins. As part of this plan, we require that owners advertise the available units in the Milwaukee Times, or the Milwaukee Courier, and we also encourage ads to be placed in a wider circulation paper that serves the greater Milwaukee area. Jefferson, Ozaukee, Washington and Waukesha Counties are all considered a part of the Milwaukee metropolitan statistical area, because they are a part of the HOME Consortium, and must advertise in the greater Milwaukee region.

Waukesha County, through its contracted Subrecipient, The Wisconsin Partnership for Housing Development, has a written affirmative marketing plan for the three core programs (Downpayment Assistance, Homeowner Rehabilitation, and Purchase-Rehabilitation) including various media advertising, brochures, lender and real estate outreach.

In addition, we require HOME and CDBG Program sub-recipients, contractors and subcontractors to take affirmative steps to use MBE's and/or WBE's in HOME and CDBG funded projects to the best of their ability.  If requested the County provides training, guidance and information to assist contractor in complying with MBE, WBE and Section 3 marketing and outreach, recordkeeping and reporting requirements.

**Refer to IDIS reports to describe the amount and use of program income for projects, including the number of projects and owner and tenant characteristics**

In 2018, Waukesha County received a total of $302,965.28 in HOME program income by category as follows:

**Source                                              Repayment                            Amount**

Downpayment Assistance/

Loan recapture of HFH                   Recaptured funds                 $  205,722.80

Housing Rehabilitation                   Loan repayment                   $  235,009.81

Multifamily Development                Loan repayment                   $  153,160.93

                                                                                              $  593,893.54

Waukesha County used the program income to fund 33 Downpayment assistance loans, 8 housing rehab loans, and 10 purchase/rehab loans. Program Income is used to fund projects before the general allocation is used, per federal regulations.

**Describe other actions taken to foster and maintain affordable housing. 91.220(k) (STATES ONLY: Including the coordination of LIHTC with the development of affordable housing). 91.320(j)**

Waukesha County and the HOME Consortium use all of their HOME funds (with the exception of Admin funding) to foster and maintain affordable housing. The majority of the funding is used for the HOME Consortium's three "Core Programs" of Downpayment Assistance, Homeowner Rehabilitation Loans, and a Purchase-Rehabilitation Program. 15% of the annual allocation is set aside for CHDOs, and the remainder is used for non-CHDO housing development.

Waukesha County committed $400,000 in Downpayment Assistance funding to homebuyers in the four county HOME Consortium area in 2018. The DPA program offers up to $5,000 in assistance for downpayment or closing costs in a declining balance, forgivable loan. Homeowners who remain in the home for 5 years have their loan forgiven. This program offers a direct and very effective way to eliminate one of the major barriers to affordable housing—cost. One condition of the program is attending homeownership counseling classes with one of the HOME Consortium’s approved counseling agencies. The cost of the classes is covered by the HOME program and is an essential tool in helping homebuyers obtain education about the homebuying process and all of the choices available. 62 homebuyers used this program to purchase homes.

Waukesha County committed $250,000 to the Homeowner Rehabilitation program in 2018. This program offers no interest, deferred loans up to $20,000 for home repairs to existing low and moderate owned homes. 19 low and moderate income homeowners used this program to address code violations and rehab areas of their homes.

Finally, Waukesha County and the HOME Consortium committed $175,000 to the Purchase-Rehabilitation program in 2018. This program is a combination of Downpayment Assistance and Rehab necessary to bring a home to be purchased to code compliance. Homebuyers can recieve up to $5,000 in Downpayment Assistance, and up to $17,500 in a rehabilitation loan, all at closing. Homeowners have 6 months to complete the work on their home. 15 Homebuyers used this program in 2018.

Besides funding of activities to foster and maintain affordable housing, Waukesha County staff attended meetings of the Waukesha Housing Action Coalition, made up of local agencies and individuals advocating for affordable housing, developing the Continuum of Care and receiving federal/state funding for homeless and emergency needs.  Community Development staff are also actively involved in a new collaboration of local funders such as the United Way, the Greater Milwaukee Foundation and the Waukesha Community Foundation, named Thriving Waukesha, whose mission is to help the nonprofit community become more efficient and effective at meeting the community’s needs. The first two issues Thriving Waukesha is addressing are homelessness/affordable housing and transportation.