

## **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.

Waukesha County has prepared its Consolidated Annual Performance and Evaluation Report (CAPER) covering the January 1 – December 31, 2021 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 CDBG-CV) 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 2021 CDBG grant of \$1,499,625, a HOME grant of \$1,447,991, and a HOME-ARP grant of \$5,293,334. In addition, Waukesha County spent \$475,720 in CDBG-CV funding, which had been received in 2020.

### **Highlights of 2021**

#### **HOUSING**

- The HOME Consortium continued its new TBRA program, which helped to house twelve families by the end of 2021.
- Construction finished on Muskego School Apartments in Waukesha County. This project is 40 units, 34 of which are affordable units (22 for seniors, 18 for families). 8 of the units for seniors are HOME designated units.
- Construction completed on White Rock Apartments, which is 72 units of affordable rental housing for families in downtown Waukesha (11 are HOME units).
- The Lakeview Terrace project was completed in 2021, which resulted in 28 beautifully rehabbed apartments for low-income Seniors in Mukwonago. 11 of the units are HOME funded.
- 24 families achieved their dream of homeownership in the four county area using our Downpayment Assistance or Purchase-Rehab Programs.
- 23 families rehabbed their homes and brought them up to local code with our HOME and CDBG Rehab programs.
- 23 families received homebuyer education and one-on-one housing counseling services.

## **PUBLIC SERVICES AND NRSA ACTIVITIES**

- 835 people were offered overnight shelter in Waukesha County. This is more than a 100% increase from 2020.
- 840 adults received homeless prevention services.
- 1,358 people received meals from the shelter meal programs.
- 24 Seniors were assisted with meals and household chores.
- 160 youth participated in mentoring, social and leadership programs
- 508 Seniors and disabled adults were given rides in taxi and collaborative transportation programs.
- 1,768 adults and children received primary health or dental care, or prescription assistance in medical and dental programs.
- 195 adults used the bus passes available through the Hope Center for transportation to work or work related activities

## **Economic Development**

- 19 current and potential business owners received technical assistance and training on business plans and expansion.
- 5 adults received employment training that led to jobs.

## **CDBG-CV**

- 20 Microenterprise organizations were given grants of up to \$10,000 due to COVID-19 losses
- 1,357 people were provided medical or dental care using COVID-19 safe practices, or provided COVID-19 preventative care
- 1,453 people were served with food from food banks due to extra demand during COVID.
- 208 people were provided with homeless services or overnight shelter due to an increase in demand during COVID.
- 163 people were provided rent assistance or eviction prevention funding due to COVID-19 job loss

## **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
Administration and Planning	Administration and Planning	CDBG: \$ / HOME: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	300	163	54.33%	27	18	66.67%
Economic Development	Non-Housing Community Development	CDBG: \$ / HOME: \$0	Facade treatment/business building rehabilitation	Business	10	6	60.00%	10	6	60.00%
Economic Development	Non-Housing Community Development	CDBG: \$ / HOME: \$0	Businesses assisted	Businesses Assisted	20	73	365.00%	70	19	27.14%
Improve and Revitalize NRSAs	Non-Housing Community Development	CDBG: \$ / HOME: \$0	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	5315	2440	45.91%	2746	1179	42.94%
Improve and Revitalize NRSAs	Non-Housing Community Development	CDBG: \$ / HOME: \$0	Homeless Person Overnight Shelter	Persons Assisted	0	0		0	0	
Improve and Revitalize NRSAs	Non-Housing Community Development	CDBG: \$ / HOME: \$0	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds	0	0		0	0	

Improve and Revitalize NRSAs	Non-Housing Community Development	CDBG: \$ / HOME: \$0	Homelessness Prevention	Persons Assisted	3750	392	10.45%	750	158	21.07%
Improve Public Facilities and Infrastructure	Non-Housing Community Development	CDBG: \$ / HOME: \$0	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	20000	24553	122.77%	4000	8125	203.13%
Improve Public Facilities and Infrastructure	Non-Housing Community Development	CDBG: \$ / HOME: \$0	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	Households Assisted	0	0		10	0	0.00%
Improve Public Facilities and Infrastructure	Non-Housing Community Development	CDBG: \$ / HOME: \$0	Homeless Person Overnight Shelter	Persons Assisted	0	25		60	25	41.67%
Improve Public Facilities and Infrastructure	Non-Housing Community Development	CDBG: \$ / HOME: \$0	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds	0	0		0	0	
Maintain and Expand Housing Affordability	Affordable Housing	CDBG: \$ / HOME: \$	Rental units constructed	Household Housing Unit	175	55	31.43%	35	33	94.29%
Maintain and Expand Housing Affordability	Affordable Housing	CDBG: \$ / HOME: \$	Rental units rehabilitated	Household Housing Unit	50	36	72.00%	10	0	0.00%

Maintain and Expand Housing Affordability	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Added	Household Housing Unit	50	42	84.00%	1	2	200.00%
Maintain and Expand Housing Affordability	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Rehabilitated	Household Housing Unit	445	84	18.88%	85	23	27.06%
Maintain and Expand Housing Affordability	Affordable Housing	CDBG: \$ / HOME: \$	Direct Financial Assistance to Homebuyers	Households Assisted	450	55	12.22%	30	18	60.00%
Maintain and Expand Housing Affordability	Affordable Housing	CDBG: \$ / HOME: \$	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	0	12		25	12	48.00%
Public Services	Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$ / HOME: \$0	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	30725	17270	56.21%	1147	6196	540.19%
Public Services	Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$ / HOME: \$0	Homeless Person Overnight Shelter	Persons Assisted	1600	1185	74.06%	187	835	446.52%

Public Services	Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$/ HOME: \$0	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds	0	0		0	0	
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**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 2021 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. Despite 2022 being a year of uncertainty and closures, almost all of our CDBG programming continued to operate and continued to serve our most vulnerable populations. Our additional allocations for CDBG-CV funding allowed us to increase our spending in Economic Development, Housing and Public Services. Our HOME program funding expenditures has slowed down in 2021. Fewer DPA and Rehab loans were made in 2021 than in 2020. HOME funded housing projects had some delays, but work continued throughout 2021, and they were all completed in 2021. Excess funding from 2020 and 2021 will be targeted toward projects that can complete in the PY.

The Priorities/Categories identified in the Consolidated Plan are: Maintain and Expand Housing Affordability, Improve Public Facilities and Infrastructure, Economic Development, Public Services, Improve and Revitalize NRSAs, and Planning and Administration. All of the categories were addressed in the 2021 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	19,120	188
Black or African American	1,376	12
Asian	267	0
American Indian or American Native	83	0
Native Hawaiian or Other Pacific Islander	14	0
<b>Total</b>	<b>20,860</b>	<b>200</b>
Hispanic	1,115	24
Not Hispanic	19,745	176

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. 18% of those served with CDBG funds were Black or African American. Hispanics account for 4.5% of the population of Waukesha County, but 26% 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	public - federal	4,390,170	4,135,834
HOME	public - federal	2,093,697	1,975,183

Table 3 - Resources Made Available

### Narrative

The CDBG "Resources Made Available" includes both Waukesha County's regular 2021 CDBG allocation dollars, Program Income received, the second round of CDBG-CV dollars of \$1,335,096, and funds that were initially Revolving Loan funds, that were reallocated to projects via Substantial Amendments. The HOME "Resources Made Available" includes Waukesha County's regular 2021 HOME allocation dollars, and program income received.

### Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
Countywide			Other
HAERTEL FIELD	33	33	
HOME Consortium			Other
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, and created a new NRSA plan for 2020-2024, which was submitted with our Consolidated Plan. 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. Another high priority is crime prevention, and public services activities in a NRSA is typically funded as well.

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 2021, Waukesha County funded 3 nonprofit agencies to deliver services in the NRSA areas, for a total expenditure of \$160,563. The total number of clients served was 275 people, with programs such as employment training, free or reduced price medical and dental services, free clothing and meals, and crime prevention services. Please see the attached NRSA 2021 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 \$51,000 of HOME per unit. Leverage for development projects is typically a 10:1 ratio minimum, but is often much higher.

Waukesha County and the HOME Consortium requested and was granted the 100% waiver of HOME Match for 2020 and 2021 due to the COVID-19 pandemic, utilizing the waivers outlined in CPD Memo: Availability of Waivers and Suspensions of the HOME Program Requirements in Response to COVID-19 Pandemic, originally published on April 10, 2020 and updated on December 4, 2020.

<b>Fiscal Year Summary – HOME Match</b>	
1. Excess match from prior Federal fiscal year	0
2. Match contributed during current Federal fiscal year	0
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	0
4. Match liability for current Federal fiscal year	0
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	0

**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

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 \$
0	582,288	582,288	145,607	0

Table 7 – Program Income

<b>Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period</b>						
	Total	Minority Business Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
<b>Contracts</b>						
Dollar Amount	865,257	0	0	0	0	865,257
Number	7	0	0	0	0	7
<b>Sub-Contracts</b>						
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0
	Total	Women Business Enterprises	Male			
<b>Contracts</b>						
Dollar Amount	865,257	865,257	0			
Number	7	7	0			
<b>Sub-Contracts</b>						
Number	0	0	0			
Dollar Amount	0	0	0			

**Table 8 - Minority Business and Women Business Enterprises**

<b>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</b>						
	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**

<b>Relocation and Real Property Acquisition</b> – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition						
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	212	73
Number of Non-Homeless households to be provided affordable housing units	750	84
Number of Special-Needs households to be provided affordable housing units	0	0
<b>Total</b>	<b>962</b>	<b>157</b>

Table 11 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	25	75
Number of households supported through The Production of New Units	37	19
Number of households supported through Rehab of Existing Units	120	157
Number of households supported through Acquisition of Existing Units	30	0
<b>Total</b>	<b>212</b>	<b>251</b>

Table 12 – Number of Households Supported

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

The actual goals for 2021 were close to target. When we fell short it was mostly due to delays in construction, or delays in programming, due to COVID-19.

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

Future annual plans should not be impacted.

**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.**

<b>Number of Households Served</b>	<b>CDBG Actual</b>	<b>HOME Actual</b>
Extremely Low-income	0	20
Low-income	13	34
Moderate-income	2	43
<b>Total</b>	<b>15</b>	<b>97</b>

**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 2021, 17% of the clients served with HOME and CDBG were extremely low income. 41% 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, 40% 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 2021, 4 housing development projects of permanent rental housing finished construction which resulted in 210 new affordable rental units coming online in early 2021.

## **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. In addition, in 2020 HAC formed a new "HEART Team," which is a homeless outreach team consisting of staff from HAC, NAMI, Waukesha County Mental Health, Pro-Health Care, and City of Waukesha police department officers. This outreach team has focused on working with the chronic homeless population located in downtown Waukesha. A rotating group of people conduct outreach every week, always with a City of Waukesha police officer. They have made great strides in connecting homeless individuals with resources, including permanent housing using the County's new TBRA program, which housed 12 families in 2021.

### **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 2021, Waukesha County expended a total of \$451,890 in CDBG and CDBG-CV for emergency shelter, drop-in shelter, transitional housing or case management for homeless persons, which provided services or overnight shelter to 3,364 people. Waukesha County also funded emergency rent assistance and eviction prevention programs with CDBG and CDBG-CV, for a total of \$480,786, which served 38 people. In addition, Waukesha County expended \$155,130 on community meal programs and food banks that primarily serve the homeless population in the County, feeding 4,548 people.

Finally, in 2021, the Housing Action Coalition opened an emergency overflow shelter for the winter

months. Due to COVID-19, HAC decided to house the guests in motels, and worked with the homeless shelters to provide case management. 25 people were provided shelter during the winter months in this program.

**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 management 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 2021 include, the Hope Center, Safe Babies, Healthy Families (through Easter Seals), The Salvation Army, The Women's Center, the Food Pantry of Waukesha County, ERAs, Lake Area Free Clinic, and St. Joseph's Medical Center (now the Waukesha Free Clinic). In addition, Waukesha County and the Housing Action Coalition have been working with the County's jail staff to create better discharge plans for people leaving correction programs and institutions so they do not become homeless.

**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 to try 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. However, the reality is that affordable permanent housing is extremely difficult to find in Waukesha County. The need for it is great, and Waukesha County is very supportive of using HOME and CDBG funding for the creation of more affordable rental housing.

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

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

The WHA has been updating the plumbing, bathrooms, and kitchens at its 6 story high rise. However, due to the pandemic, it had put interior work on hold due to the age and health of residents in the building. WHA is hoping to begin working on the plumbing once again in 2022. WHA has concentrated on doing unit updates on homes within its Scattered Site PH as units become available. WHA has also completed roofs, siding and other exterior work until it is deemed safe to do long term interior work where residents are residing. WHA's 5 year capital plan still addresses the plumbing, bathroom and kitchen updates at Saratoga Heights. 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. HUD has provided more funding for Capital Needs in last few years, which has helped with some of the backlog WHA had with its aging housing stock. While WHA have a long way to go, we have made much progress with capital improvements over the last couple of years.

The Waukesha Housing Authority continues to work with Workforce Development, La Casa de Esperanza and any other organization for job training opportunities. Once again this past year has been a challenge due to the pandemic, but WHA continues to make residents aware of any opportunities being offered. In past years it has had low participation from residents, and Workforce Development does not have the staff to do in house meetings, however WHA keeps residents updated as to programs, financial aid, and other training opportunities that are available to help residents become self-sufficient. The WHA posts all job openings and job fairs held by Workforce Development and any other organizations that may offer opportunities for residents.

The Waukesha Housing Authority continues to seek help with our 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.

Waukesha Housing Authority is in the process of possibly converting its Public Housing to the Rental Assistance Demonstration Program (RAD). This program allows PHA's to seek funding opportunities that are not permitted under Public Housing guidelines. This could be through tax credits or private lenders. This process has proven to be quite challenging but WHA is continuing to work towards this conversion to maintain suitable housing for low income families. WHA is also in the process of asking for HUD for approval to sell 2 properties, which are in need of repair or are not marketable for WHA due to several factors. If the sale is approved, the homes will be offered to Residents first. WHA will work with Waukesha County Homebuyer Program if residents are interested and are in need of help with the

process.

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

WHA encourages the tenants to work, and contacts those who are not working when positions or job fairs are being held at Workforce Development. Residents are notified of changes to programs and meetings are held for comment, however very few participants attend. WHA has not offered an FSS program this year due to lack of funds. 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 receive 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. Vouchers holders are having a very difficult time finding a unit, due to Landlord screening criteria. Landlords are also asking that potential renters have 2-3 months worth of the rent in a bank account, have full time employment, good credit, and no evictions on their record. The majority of voucher recipients do not fall into this category and are therefore denied an apartment. 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 continues to meet with MMFH as updates become available. WHA is working with MMFH to participate in a mobility program for voucher holders, which may help residents with obstacles they face living without the support of friends and family, transportation issues etc. The Housing Mobility program has not had much success in Waukesha County for the reasons noted above. Finding housing that falls into the maximum rent allowed by HUD as well as landlord criteria has made lease up within the mobility program much slower than originally anticipated.

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

No troubled PHAs exist in the HOME Consortium area.

## **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 2021, 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:

- Drafted a unique zoning district to accommodate a large mixed use development in the Town of Delafield that included multi-family use, senior housing and small lot single family housing.
- Assisted the Town of Lisbon in a comprehensive update of the Town Land Use Plan map which involved increasing available maximum density for numerous undeveloped parcels and also designating a mixed use/town center environment for an area near the Highway 164 corridor just north of the Village of Sussex.
- Advocated for mixed income and affordable/workforce housing components within proposed projects. Provided information about funding sources for subsidized units to both developers and town staff for two potential development projects located within the Village of Dousman and the Town of Brookfield.
- Assisted developer in preparing development plans for a large mixed use project within the Town of Brookfield that will add 430 new multi-family units to a corridor characterized by employment and major activity centers.

## **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 one of the appointed Board members, and served as the Vice President of HAC during 2021. 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.

## **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, 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 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.

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 2021. Staff participated in various boards, committees, collaborations and coalitions that address various issues in the community, including:

- 2) Housing Action Coalition including serving as Vice President on the Board of Directors
- 3) HEART Team (homeless outreach team)
- 4) FEMA EFSP local Board Member (4th year)
- 5) National Association of County Community And Economic Development (NACCED)

**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. The County continued to take an active role in 2021, 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 has served as Vice President for the last five years.

One of the purposes of the newly restructured Housing Action Coalition is to increase the coordination between public entities, private organizations and businesses, 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 facility for homeless services providers, which will also include a permanent location for the winter overflow shelter. HAC started construction on this project in August 2021 and expects rehabilitation of the site to be finished in early 2022.

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

2021 was the first year of the 2020—2024 Regional Analysis of Impediments. Due to delays beyond our control, the new 2020--2024 Regional Analysis of Impediments was not available until mid-2020, so the first full year of the new plan was 2021. 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 Waukesha updated its land use plan to designate areas suitable for mixed use development and high priority areas of development near job centers
- The Village of Wales has approved a new building and a new development with 10 units or more density
- In 2021, The Village of Sussex platted lots that were under 10,000 sq. feet for the first time in over 3 decades
- The Village of Slinger started working with the housing initiative currently underway through Washington County, which will strive to provide more affordable housing options throughout the county.
- The Village of Palmyra has encouraged privately owned affordable rental housing owners to keep up better on the maintenance of their properties
- The City of Muskego is wrapping up a sanitary sewer study to see where sanitary sewer service can be expanded to. As part of the preliminary study, we have identified an area that is now allowing single-family homes at a higher density than previously allowed due to the availability of sewer.
- The Village of Hartland has designated increased density as a goal in its comprehensive plan and its Village Board has recently approved apartments and smaller size single family condo

developments.

- The City of Waukesha started the process of updating its Comprehensive Plan, which define Mixed Use zoning categories to increase supply of multi-family housing
- The Village of Wales is updating its zoning code to allow for smaller homes/mixed uses in downtown area
- The Village of Slinger currently has an amendment request with SEWRPC to expand its sanitary sewer service area

## **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.

All of the desk monitoring continued in 2021. On site monitoring of activities was halted due to COVID-19 in 2021, but staff did conduct an in depth virtual monitoring of 4 CDBG subgrantees (Lake Area Free Clinic, The Salvation Army, WWBIC and The Women’s Center) and 5 CDBG-CV subgrantees (The Mukwonago Food Pantry, the Community Action Coalition of South Central Wisconsin, Hebron Housing Services, the Waukesha Free Clinic and Lutheran Social Services). This monitoring included virtual Teams meetings, and an in depth analysis of program files and procedures.

## **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 2021 for:

- 1) Availability of Application for 2022 CDBG, and technical assistance training session for the application
- 2) Proposed Allocation for 2022 HOME and CDBG, including public comment period and virtual public hearing
- 3) 2021 Annual Plan (Amended to include actual allocation amounts and Substantial Amendments)

4) 2020 CAPER, including public comment period (Monday, March 15, 2021 through Monday, March 29, 2021) and virtual public comment period. No public comments were received.

5) 2021 CAPER, including public comment period (Tuesday, March 15, 2022 through Tuesday, March 29, 2022), and virtual public comment period. No public comments were received.

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 some 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 a Strategic Plan for 2020--2024, and all objectives are in line with that new plan.

**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.

Waukesha County did not conduct any on-site monitoring for HOME projects in 2021 due to COVID-19. Desk monitoring for all HOME funded rental projects continued. On-site inspections (perhaps in a more limited form) are expected to resume in summer of 2022, pending on COVID related restrictions at that point in time.

### **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.

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 2021, Waukesha County received a total of \$403,581.69 in HOME program income by category as follows:

<u>Source</u>	<u>Repayment</u>	<u>Amount</u>
Downpayment Assistance	Recaptured funds	\$ 49,000.00
Housing Rehabilitation	Loan repayment	\$ 288,405.12
Multifamily Development	Loan repayment	\$ <u>66,176.57</u>
		\$ 403,581.69

Waukesha County used the program income to fund 16 Downpayment assistance loans, 9 housing rehab loans and 4 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 \$300,000 in Downpayment Assistance funding to homebuyers in the four county HOME Consortium area in 2021. 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. 18 homebuyers used this program to purchase homes. This was a decrease from a normal program year,

likely due to COVID-19 effects in the market place, including a lack of housing stock for sale, and high prices for the small amount of homes listed for sale.

Waukesha County committed \$250,000 to the Homeowner Rehabilitation program in 2021. This program offers no interest, deferred loans up to \$20,000 for home repairs to existing low and moderate owned homes. 11 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 2021. This program is a combination of Downpayment Assistance and Rehab necessary to bring a home to be purchased to code compliance. Homebuyers can receive 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. 6 Homebuyers used this program in 2021.

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.

### CR-58 – Section 3

Identify the number of individuals assisted and the types of assistance provided

<b>Total Labor Hours</b>	<b>CDBG</b>	<b>HOME</b>	<b>ESG</b>	<b>HOPWA</b>	<b>HTF</b>
Total Number of Activities	0	0	0	0	0
Total Labor Hours	0	0			
Total Section 3 Worker Hours	0	0			
Total Targeted Section 3 Worker Hours	0	0			

**Table 14 – Total Labor Hours**

<b>Qualitative Efforts - Number of Activities by Program</b>	<b>CDBG</b>	<b>HOME</b>	<b>ESG</b>	<b>HOPWA</b>	<b>HTF</b>
Outreach efforts to generate job applicants who are Public Housing Targeted Workers					
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.					
Direct, on-the job training (including apprenticeships).	5				
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.					
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).					
Outreach efforts to identify and secure bids from Section 3 business concerns.					
Technical assistance to help Section 3 business concerns understand and bid on contracts.					
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.					
Provided or connected residents with assistance in seeking employment including: drafting resumes, preparing for interviews, finding job opportunities, connecting residents to job placement services.					
Held one or more job fairs.					
Provided or connected residents with supportive services that can provide direct services or referrals.					
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.					
Assisted residents with finding child care.					
Assisted residents to apply for, or attend community college or a four year educational institution.					
Assisted residents to apply for, or attend vocational/technical training.					
Assisted residents to obtain financial literacy training and/or coaching.					
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.					
Provided or connected residents with training on computer use or online technologies.					
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.					
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.					

Other.					
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**Table 15 – Qualitative Efforts - Number of Activities by Program**

**Narrative**