

## Executive Summary

### ES-05 Executive Summary – 24 CFR 91.200(c), 91.220(b)

#### 1. Introduction

West Allis is a member of a HOME Consortium with Milwaukee County and the City of Wauwatosa, and is also a HUD Entitlement Community under the CDBG program. The Five-Year Consolidated Plan (the “Plan”) is a comprehensive document that outlines West Allis's goals on a five-year vision to assist low-moderate income persons and address the presence of slum and blight conditions within the community. In the past few months, West Allis has worked with community stakeholders to establish a vision for housing, community, and economic development actions.

West Allis’s CDBG funds will be used under the following “project” categories:

1. Administration
2. Public Services
3. Housing Programs
4. Economic Development Activities
5. Public Facilities

West Allis’s intentions for the use of CDBG funds include the following:

1. Redevelop abandoned/underutilized industrial sites
2. Eliminating slum and blighting influences
3. Addressing the needs of low-moderate income neighborhoods
4. Expand Economic Opportunities
5. Decent and Affordable Housing
6. Delivery and provision for providing social services or outreach programs

In an effort to increase public involvement in the development of the 2020-2024 Consolidated Plan, West Allis, Wauwatosa, and Milwaukee County contracted with Community Planning and Development Advisors, LLC (CPDA) to conduct focus groups and an on-line citizen survey for stakeholders, practitioners and possible beneficiaries involved with the CDBG and HOME programs.

#### 2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

Goals over the next 5 years:

1. Increase supply of standard affordable housing
  - a. 132 rehabbed units

2. Assure access to services for targeted populations
  - a. Provide health and recreational services to 2,100 elderly, disadvantaged
  - b. Provide recreational/educational opportunities to 900 youth
  - c. Assist crime awareness/drug abuse programs to 1,500 people
3. Improve/develop infrastructure
  - a. Provide 24 infrastructure projects to meet LMI needs, remove blight and/or improve parks
  - b. Provide 4 target area sweeps of code enforcement in target blighted areas
4. Develop economy and employment
  - a. Provide micro-enterprise technical assistance, counseling and educational services to 13 people
  - b. Assist private businesses to create 31 jobs
  - c. Provide façade improvements to 12 businesses
5. Provide strong program planning and administration

### **3. Evaluation of past performance**

Over the past four years, the City of West Allis has designated CDBG Entitlement funding toward our community redevelopment and planning, revitalization, affordable housing, and public service related activities through a competitive application process. Below is a description outlining the use of CDBG funding in the last four (4) years (because we are not completing the 5-year Con Plan, interrupting it to begin a new 5-year Plan).

Allocation of 2016-2019 CDBG Projects:

- 23% - Administration
- 16% - Public Service
- 12% - Housing Rehab
- 32% - Economic Development
- 17% - Public Facilities

The City's unique approach to implementation of CDBG-funded programs involves a competitive process for all potential activities/subrecipients, even those operated under the City government umbrella. Generally, the program has funded between six (6) to eight (8) subrecipients and intergovernmental agencies annually, allowing for each agency to receive a small portion of the total CDBG Entitlement amount for their various community development-related request. Over the four-year time frame, the annual award experienced a gradual increase of funding. Past performance achievements include:

Public service: Over 1,200 seniors were served through senior outreach activities and new initiatives worked to address over 100 domestic violence victims served through the WISH program; over 1,600 families provided services and resources through the Family Resource Center program; provided lead screening and healthy home services to nearly 1,000 LMI people; LMA population of 45,690 people were provided extra crime prevention services through the Community Service Officer, Neighborhood Watch

and Gang Prevention programs that would not otherwise be provided if not for CDBG funds.

Housing: Provided housing rehab loans to over 61 LMI single-family and duplex units; managed over 250 Housing Rehab loan portfolios under the 14H HUD matrix code.

Economic Development: 10 façade grants provided, totaling \$475,000 in façade improvements; \$588,000 in economic development loans provided, creating 93 new jobs in West Allis and fostering nearly \$3 million in private investment.

Public Facilities: served the City's LMA population of 45,960 people with street beautification funds in designated LMI areas and with code enforcement funds (over 22,000 inspections made during the 4-year period); made several improvements to several neighborhood parks including Veterans, Roosevelt, Rodgers, and Liberty Heights. Completed a lead abatement project at the West Allis Farmers Market.

#### **4. Summary of citizen participation process and consultation process**

City of West Allis operations continue during COVID-19. City offices have reopened with limited hours. City Hall public hours are 11:30 a.m. - 4:30 p.m., Monday - Friday. Access to the building will only be available through the south entrance. Visitors to the building will be greeted at our new customer service center and, if needed, escorted to their destination within the building. Many City services can be accessed online at [www.westalliswi.gov/eservices](http://www.westalliswi.gov/eservices) or by appointment with specific departments.

The City of West Allis is subject to Wisconsin Statutes related to public records. Unless otherwise exempted from the public records law, senders and receivers of City of West Allis e-mail should presume that e-mail is subject to release upon request, and is subject to state records retention requirements. See City of West Allis full e-mail disclaimer at <http://www.westalliswi.gov/emaildisclaimer> --

In an effort to increase public involvement in the development of the 2020-2024 Consolidated Plan, West Allis, Wauwatosa, and Milwaukee County contracted with Community Planning and Development Advisors, LLC (CPDA) to conduct focus groups and an on-line citizen survey for stakeholders, practitioners and possible beneficiaries involved with the CDBG and HOME programs.

The County E-mailed invitations to 102 individuals and organizations, including the HOME Consortium (West Allis, Wauwatosa), Urban County member communities, CDBG sub-recipients, relevant County staff (e.g. Health, Engineering, Public Works, Fire and Police), and County Supervisors. On December 5, 2019 and January 21, 2019, the consultant (CPDA) facilitated focus groups using a group technique developed to help each participant generate a series of responses to topic questions and the group then

clarified and consolidated the ideas. On November 14, 2019 a focus group was held for the City of Wauwatosa and on December 12, 2019 one was held for the City of West Allis.

A Milwaukee County Consolidated Plan Needs survey was conducted online during the months of September, October and November 2019. A press release with the survey link and purpose was sent to the Milwaukee Journal Sentinel and posted on the County's Housing CDBG/HOME webpage and the webpage of participating members in the HOME Consortium and the Urban County.

## **5. Summary of public comments**

The 2020-2024 Community Needs survey asked for any comments or recommendations on the use of CDBG and/or HOME funds for community development in their community over the next five (5) years. All the comments received are available as an attachment to the Plan.

Oral or written comments or complaints made regarding a Plan, amendment to a Plan, or a performance report for activities carried out under a Plan, shall be summarized and attached to the relevant document for submission to HUD, along with a response to the comment or complaint.

A written complaint from a citizen directed to the Department of Development will receive a written response within 15 working days of receipt of the complaint, whenever practical.

Comments or complaints regarding documents prepared by the City of Wauwatosa or Milwaukee County shall be addressed by these entities.

To date, no citizen comments have been received and no requests for copies of the plan were received for the 2020 Annual Action Plan or the 2020-2024 Con Plan.

## **6. Summary of comments or views not accepted and the reasons for not accepting them**

No comments or views were received.

## **7. Summary**

West Allis's CDBG funds will be used under the following "project" categories:

1. Administration
2. Public Services
3. Housing Programs
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5. Public Facilities

Goals over the next 5 years:

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- a. 132 rehabbed units
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- 5. Provide strong program planning and administration

## The Process

### PR-05 Lead & Responsible Agencies - 91.200(b)

**1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source**

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

<b>Agency Role</b>	<b>Name</b>	<b>Department/Agency</b>
Lead Agency	WEST ALLIS	
CDBG Administrator	WEST ALLIS	Department of Development
HOPWA Administrator		
HOME Administrator		
HOPWA-C Administrator		

**Table 1– Responsible Agencies**

#### **Narrative**

HOME Administrator - West Allis Department of Development

#### **Consolidated Plan Public Contact Information**

City of West Allis  
Department of Development  
7525 W. Greenfield Ave.  
West Allis, WI 53214  
414-302-8460

## **PR-10 Consultation - 91.100, 91.110, 91.200(b), 91.300(b), 91.215(l) and 91.315(l)**

### **1. Introduction**

In an effort to increase public involvement in the development of the 2020-2024 Consolidated Plan, West Allis, Wauwatosa, and Milwaukee County contracted with Community Planning and Development Advisors, LLC (CPDA) to conduct focus groups and an on-line citizen survey for stakeholders, practitioners and possible beneficiaries involved with the CDBG and HOME programs. For the development of each annual plan, West Allis continues to have public input sessions and comment periods to provide both booth transparency bu also opportunity to explore and to discuss new opportunities to invest or to learn of challenges that CDBG can support and invest.

**Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).**

A list of public and assisted housing providers is available through the City of West Allis Housing Authority both electronically and print format. Staff provides consultation to inquiring individuals on where to apply or to whom to contact. The City works closely with the West Allis Health Department as well as other agencies such as Milwaukee County Department of Aging and Mental Health. West Allis supports programs through the CDBG programs like the Family Resource Center (assist low income families), Senior Center (resource guide) and West Central Interfaith (elderly West Allis residents who need assistance). West Allis also works with the Continuum of Care to address homelessness where mental health is often an element to the issue. The Director of the Department of Development is a co-chair for the CoC.

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness**

The City of West Allis maintains an active seat on the City of Milwaukee/Milwaukee County CoC Executive Board. The City of West Allis Police Department actively participates in the bi-annual Point in Time Count and maintains an ongoing relationship with various Street Outreach, Shelter, Food Pantry’s and other social service providers.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS**

Active membership on the City of Milwaukee/Milwaukee County CoC Executive Board. This body is ultimately responsible for reviewing and awarding all CoC funded projects. Additionally, the City of West Allis maintains a seat on the State of WI HMIS Advisory Board. This Board is responsible for setting HMIS standards for all 5 State CoC's.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities**

**Table 2– Agencies, groups, organizations who participated**

1	<b>Agency/Group/Organization</b>	West Allis Community Development Block Grant Committee
	<b>Agency/Group/Organization Type</b>	Housing Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Lead-based Paint Strategy Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The City of West Allis invited stakeholders and practitioners to participate in the consultation process for the 2020-2024 Consolidated Plan and 2020 Annual Plan. On December 12, 2019 CPDA conducted a focus group for stakeholders and practitioners in West Allis to provide an opportunity for advice and input to the City for the development of the 2014-2018 Consolidated Plan and 2020 Annual Plan. The focus group was held in the West Allis City Hall, 7525 W Greenfield Ave, West Allis. In addition, focus groups were held for the other members of the Milwaukee County HOME Consortium, with one focus group being held for Wauwatosa stakeholders and two were held for Milwaukee County stakeholders.
2	<b>Agency/Group/Organization</b>	City of West Allis Building Inspection Dept
	<b>Agency/Group/Organization Type</b>	Other government - Local

	<p><b>What section of the Plan was addressed by Consultation?</b></p>	<p>Housing Need Assessment  Lead-based Paint Strategy  Public Housing Needs  Homelessness Strategy  Homeless Needs - Chronically homeless  Homeless Needs - Families with children  Homelessness Needs - Veterans  Homelessness Needs - Unaccompanied youth  Non-Homeless Special Needs  Economic Development  Market Analysis  Anti-poverty Strategy</p>
	<p><b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b></p>	<p>The City of West Allis invited stakeholders and practitioners to participate in the consultation process for the 2020-2024 Consolidated Plan and 2020 Annual Plan. On December 12, 2019 CPDA conducted a focus group for stakeholders and practitioners in West Allis to provide an opportunity for advice and input to the City for the development of the 2014-2018 Consolidated Plan and 2020 Annual Plan. The focus group was held in the West Allis City Hall, 7525 W Greenfield Ave, West Allis. In addition, focus groups were held for the other members of the Milwaukee County HOME Consortium, with one focus group being held for Wauwatosa stakeholders and two were held for Milwaukee County stakeholders.</p>
3	<p><b>Agency/Group/Organization</b></p>	<p>COMMUNITY ADVOCATES</p>
	<p><b>Agency/Group/Organization Type</b></p>	<p>Services - Housing  Services-Elderly Persons  Services-Persons with Disabilities</p>

	<p><b>What section of the Plan was addressed by Consultation?</b></p>	<p>Housing Need Assessment  Lead-based Paint Strategy  Public Housing Needs  Homelessness Strategy  Homeless Needs - Chronically homeless  Homeless Needs - Families with children  Homelessness Needs - Veterans  Homelessness Needs - Unaccompanied youth  Non-Homeless Special Needs  Economic Development  Market Analysis  Anti-poverty Strategy</p>
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4	<p><b>Agency/Group/Organization</b></p>	<p>WEST ALLIS SENIOR CENTER</p>
	<p><b>Agency/Group/Organization Type</b></p>	<p>Services-Elderly Persons</p>
	<p><b>What section of the Plan was addressed by Consultation?</b></p>	<p>Housing Need Assessment  Lead-based Paint Strategy  Public Housing Needs  Homelessness Strategy  Homeless Needs - Chronically homeless  Homeless Needs - Families with children  Homelessness Needs - Veterans  Homelessness Needs - Unaccompanied youth  Non-Homeless Special Needs  Economic Development  Market Analysis  Anti-poverty Strategy</p>

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5	<p><b>Agency/Group/Organization</b></p>	<p>City of West Allis Health Dept.</p>
	<p><b>Agency/Group/Organization Type</b></p>	<p>Other government - Local</p>
	<p><b>What section of the Plan was addressed by Consultation?</b></p>	<p>Housing Need Assessment  Lead-based Paint Strategy  Public Housing Needs  Homelessness Strategy  Homeless Needs - Chronically homeless  Homeless Needs - Families with children  Homelessness Needs - Veterans  Homelessness Needs - Unaccompanied youth  Non-Homeless Special Needs  Economic Development  Market Analysis  Anti-poverty Strategy</p>

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6	<p><b>Agency/Group/Organization</b></p>	<p>West Allis/West Milwaukee School District</p>
	<p><b>Agency/Group/Organization Type</b></p>	<p>Other government - Local</p>
	<p><b>What section of the Plan was addressed by Consultation?</b></p>	<p>Housing Need Assessment  Lead-based Paint Strategy  Public Housing Needs  Homelessness Strategy  Homeless Needs - Chronically homeless  Homeless Needs - Families with children  Homelessness Needs - Veterans  Homelessness Needs - Unaccompanied youth  Non-Homeless Special Needs  Economic Development  Market Analysis  Anti-poverty Strategy</p>

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7	<p><b>Agency/Group/Organization</b></p>	<p>Employ Milwaukee</p>
	<p><b>Agency/Group/Organization Type</b></p>	<p>Services-Employment</p>
	<p><b>What section of the Plan was addressed by Consultation?</b></p>	<p>Housing Need Assessment  Lead-based Paint Strategy  Public Housing Needs  Homelessness Strategy  Homeless Needs - Chronically homeless  Homeless Needs - Families with children  Homelessness Needs - Veterans  Homelessness Needs - Unaccompanied youth  Non-Homeless Special Needs  Economic Development  Market Analysis  Anti-poverty Strategy</p>

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8	<p><b>Agency/Group/Organization</b></p>	<p>Impact Alcohol &amp; Other Drug Abuse Services, Inc (Impact 211)</p>
	<p><b>Agency/Group/Organization Type</b></p>	<p>Alcohol and Other Drug Abuse Services</p>
	<p><b>What section of the Plan was addressed by Consultation?</b></p>	<p>Housing Need Assessment  Lead-based Paint Strategy  Public Housing Needs  Homelessness Strategy  Homeless Needs - Chronically homeless  Homeless Needs - Families with children  Homelessness Needs - Veterans  Homelessness Needs - Unaccompanied youth  Non-Homeless Special Needs  Economic Development  Market Analysis  Anti-poverty Strategy</p>

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9	<p><b>Agency/Group/Organization</b></p>	<p>ERAs Senior Network, Inc</p>
	<p><b>Agency/Group/Organization Type</b></p>	<p>Services-Elderly Persons</p>
	<p><b>What section of the Plan was addressed by Consultation?</b></p>	<p>Housing Need Assessment  Lead-based Paint Strategy  Public Housing Needs  Homelessness Strategy  Homeless Needs - Chronically homeless  Homeless Needs - Families with children  Homelessness Needs - Veterans  Homelessness Needs - Unaccompanied youth  Non-Homeless Special Needs  Economic Development  Market Analysis  Anti-poverty Strategy</p>

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**Identify any Agency Types not consulted and provide rationale for not consulting**

There were no specific agency types that were not consulted.

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	City of Milwaukee	West Allis will take into consideration other local, regional, state and federal plans and will strive to use available CDBG funds for eligible activities that address goals in other plans and also meets the needs identified in the Milwaukee County/West Allis Con Plan.
Healthy Homes	City of West Allis Health Dept.	The West Allis Health Dept.'s goal to increase the number of healthy homes in the City, by assessing the homes of LMI people to identify needs within the home for the target areas of lead, indoor air quality, toxic hazards, and child safety. West Allis funds the Healthy Homes program, which meets the City's planning efforts to reduce lead based paint and other safety hazards in the homes of LMI individuals.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Parks and Street Beautification	City of West Allis Public Works	The West Allis Public Works Division's goal is to enhance the streetscape prominence of LMI areas, which can be accomplished through the CDBG-funded Street Beautification activity. The Public Works Division also strives to provide high-quality parks and open spaces, used for recreational activities, especially pocket parks in LMI areas. This goal is achieved by activities set-up, on an as-needed-bases, for park enhancements or creation, through CDBG funds.
Exterior Code Enforcement Program	City of West Allis Building Inspection and Neighborhood Services Dept	The West Allis Building Inspection and Neighborhood Services Dept.goal is to reduce the number of non-code-compliant properties in the City. This is achieved through the CDBG-funded Exterior Code Enforcement Program, which funds an inspector who focuses on inspections within certain LMI block groups/neighborhoods, issuing notices and orders to property owners to fix the exterior of their building in order to be code compliant.
Crime Reduction/Awareness	West Allis Polic Dept	Provide outreach and services such as crime awareness and domestic abuse programs.
2030 Comprehensive Plan of the City of West Allis	Development/Planning Division	Comprehensive long range plan that guides future development and planning for the City that was developed through collaboration and focus groups.

**Table 3– Other local / regional / federal planning efforts**

**Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(I))**

The City of West Allis is a consortium member with Milwaukee County and the City of Wauwatosa for the HOME program and the three entities have written and submitted the Consolidated Plan together. West Allis and Milwaukee County will be implementing HOME funds together, as Milwaukee County is the consortium leader and awards West Allis their HOME funds and manages reporting to HUD on behalf of West Allis. West Allis is also a consortium member with the City of Milwaukee for NSP funds, which are allocated from the State of Wisconsin. West Allis coordinates implementation of affordable housing through the NSP program with both the City of Milwaukee and the State.

## Narrative

## **PR-15 Citizen Participation - 91.105, 91.115, 91.200(c) and 91.300(c)**

### **1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting**

City of West Allis operations continue during COVID-19. City offices have reopened with limited hours. City Hall public hours are 11:30 a.m. - 4:30 p.m., Monday - Friday. Access to the building will only be available through the south entrance. Visitors to the building will be greeted at our new customer service center and, if needed, escorted to their destination within the building. Many City services can be accessed online at [www.westalliswi.gov/eservices](http://www.westalliswi.gov/eservices) or by appointment with specific departments.

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A Milwaukee County Consolidated Plan Needs survey was conducted online during the months of September, October and November 2019. A press release with the survey link and purpose was sent to the Milwaukee Journal Sentinel and posted on the County's Housing CDBG/HOME webpage and the webpage of participating members in the HOME Consortium and the Urban County.

The survey consisted of 33 questions in the following categories: Demographic information, Community Needs Survey, Priorities for Funding, Fair Housing Questionnaire.

Those participating in the survey rated very few activities as having a High Need within their community and that should be a priority for funding over the next five years. Those activities identified as have a high need were Affordable Housing: Homebuyer Assistance; Rehabilitation of Housing: Housing repairs for seniors; Public Services for Seniors: Transportation; Public Services for Homeless/Homeless Prevention: Mental Health Services; and General Public Services: Mental Health Services.

### Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
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**Table 4– Citizen Participation Outreach**

# Needs Assessment

## NA-05 Overview

### Needs Assessment Overview

West Allis devotes Public Facilities funds on an as-needed basis to facilities such as the senior center. West Allis will continue to fund Public Facilities activities as they are needed. According to the West Allis Con Plan survey and a community wide survey from 2016 that helped with the formation of the City's Five Year Strategic Plan, maintaining quality neighborhoods is important through services such as police and fire, but also having housing options and improved recreational amenities. The surveys also showed the need for furthering redevelopment projects and fostering new business growth.



## **NA-50 Non-Housing Community Development Needs - 91.415, 91.215 (f)**

### **Describe the jurisdiction's need for Public Facilities:**

The facility improvement that consistently receives the highest support is to improve the condition of recreational facilities. West Allis devotes Public Facilities funds on an as-needed basis to facilities such as the senior center. West Allis will continue to fund Public Facilities activities as they are needed.

The City also completed a significant public facilities study of City properties and buildings that indicated concern about public structures and cost of improve the facilities to meet today's codes an financial challenge of long term maintenance needs.

### **How were these needs determined?**

According to the West Allis Con Plan survey and a community wide survey from 2016 that helped with the formation of the City's Five Year Strategic Plan, maintaining quality neighborhoods is important through services such as police and fire, but also having housing options and improved recreational amenities. The surveys also showed the need for furthering redevelopment projects and fostering new business growth. .

### **Describe the jurisdiction's need for Public Improvements:**

West Allis devotes Public Improvement funds each year to a "street beautification" activity, improved neighborhood park facilities, and improving public amenities such as parks or availability of parking in dense low income neighborhoods to improve commercial corridors.

### **How were these needs determined?**

From the Con Plan Survey and a 2016 Community wide survey, 44% of respondents indicated there was a need for park and recreational opportunities, more housing options, and business growth as the top priorities for funding.

### **Describe the jurisdiction's need for Public Services:**

West Allis has consistently provided 15% of its annual budget to public services activities. Annual applications for this area often surpass the 15% cap by 50-60%.

### **How were these needs determined?**

Each year the Development Department receives more public service funding requests than is allowed per the CDBG 15% cap, illustrating a demand for public services in the community. Also data is collected from the Health Dept., Building Inspection, partnership organizations, and others to provide input into the level of need and the populations that are most vulnerable.

**Based on the needs analysis above, describe the State's needs in Colonias**

# Housing Market Analysis

## MA-05 Overview

### Housing Market Analysis Overview:

Throughout the metro-Milwaukee area, the demand for an educated and skilled labor force within the manufacturing sector is a predominate conversation and issue. Education attainment and supply/demand for certain jobs are often the center issue in dealing with the workforce. The largest employment sectors in West Allis are focused within the Education and Health Care services (Aurora West Allis Hospital and West Allis/West Milwaukee School District), as well as Manufacturing (heavy and light industrial) and retail trade (neighborhood to large national retailers). West Allis continues to experience change through redevelopment of blighted or underutilized properties



## MA-45 Non-Housing Community Development Assets - 91.410, 91.210(f)

### Introduction

Throughout the metro-Milwaukee area, the demand for an educated and skilled labor force within the manufacturing sector is a predominate conversation and issue. Education attainment and supply/demand for certain jobs are often the center issue in dealing with the workforce. The largest employment sectors in West Allis are focused within the Education and Health Care services (Aurora West Allis Hospital and West Allis/West Milwaukee School District), as well as Manufacturing (heavy and light industrial) and retail trade (neighborhood to large national retailers). West Allis continues to experience change through redevelopment of blighted or underutilized properties

### Economic Development Market Analysis

#### Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	41	0	0	0	0
Arts, Entertainment, Accommodations	3,245	2,874	12	9	-3
Construction	1,249	1,432	4	5	1
Education and Health Care Services	5,906	10,532	21	34	13
Finance, Insurance, and Real Estate	1,961	1,819	7	6	-1
Information	617	420	2	1	-1
Manufacturing	4,682	3,679	17	12	-5
Other Services	1,109	1,019	4	3	-1
Professional, Scientific, Management Services	2,713	2,273	10	7	-3
Public Administration	0	0	0	0	0
Retail Trade	3,518	4,383	13	14	1
Transportation and Warehousing	1,098	827	4	3	-1
Wholesale Trade	1,683	2,115	6	7	1
Total	27,822	31,373	--	--	--

**Table 5 - Business Activity**

**Data Source:** 2011-2015 ACS (Workers), 2015 Longitudinal Employer-Household Dynamics (Jobs)

**Labor Force**

Total Population in the Civilian Labor Force	34,125
Civilian Employed Population 16 years and over	31,835
Unemployment Rate	6.68
Unemployment Rate for Ages 16-24	25.76
Unemployment Rate for Ages 25-65	4.94

**Table 6 - Labor Force**

Data Source: 2011-2015 ACS

Occupations by Sector		Number of People
Management, business and financial	6,005	
Farming, fisheries and forestry occupations	1,665	
Service	3,710	
Sales and office	8,640	
Construction, extraction, maintenance and repair	2,360	
Production, transportation and material moving	2,045	

**Table 7 – Occupations by Sector**

Data Source: 2011-2015 ACS

**Travel Time**

Travel Time	Number	Percentage
< 30 Minutes	23,060	75%
30-59 Minutes	6,440	21%

<b>Travel Time</b>	<b>Number</b>	<b>Percentage</b>
60 or More Minutes	1,080	4%
<b>Total</b>	<b>30,580</b>	<b>100%</b>

**Table 8 - Travel Time**

Data Source: 2011-2015 ACS

**Education:**

Educational Attainment by Employment Status (Population 16 and Older)

<b>Educational Attainment</b>	<b>In Labor Force</b>		<b>Not in Labor Force</b>
	<b>Civilian Employed</b>	<b>Unemployed</b>	
Less than high school graduate	1,450	245	1,160
High school graduate (includes equivalency)	7,990	635	2,165
Some college or Associate's degree	9,650	615	2,005
Bachelor's degree or higher	7,990	250	945

**Table 9 - Educational Attainment by Employment Status**

Data Source: 2011-2015 ACS

Educational Attainment by Age

	<b>Age</b>				
	<b>18-24 yrs</b>	<b>25-34 yrs</b>	<b>35-44 yrs</b>	<b>45-65 yrs</b>	<b>65+ yrs</b>
Less than 9th grade	60	270	185	375	610
9th to 12th grade, no diploma	385	555	555	915	915
High school graduate, GED, or alternative	1,515	2,915	2,095	5,770	4,070
Some college, no degree	1,600	2,630	1,225	4,410	1,615
Associate's degree	300	1,215	835	1,955	500
Bachelor's degree	700	2,995	1,715	2,495	650
Graduate or professional degree	8	725	560	705	360

**Table 10 - Educational Attainment by Age**

Data Source: 2011-2015 ACS

### Educational Attainment – Median Earnings in the Past 12 Months

<b>Educational Attainment</b>	<b>Median Earnings in the Past 12 Months</b>
Less than high school graduate	22,670
High school graduate (includes equivalency)	29,215
Some college or Associate's degree	34,228
Bachelor's degree	44,381
Graduate or professional degree	55,275

**Table 11 – Median Earnings in the Past 12 Months**

Data Source: 2011-2015 ACS

### Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

The largest employment sectors in West Allis are focused within the Education and Health Care services (Aurora West Allis Hospital and West Allis/West Milwaukee School District), as well as Manufacturing (heavy and light industrial) and retail trade (neighborhood to large national retailers).

### Describe the workforce and infrastructure needs of the business community:

Throughout the metro-Milwaukee area, the demand for an educated and skilled labor force within the health care and the manufacturing sector is important issue. West Allis has launched “Project Lead the Way within the school system to help advance interest in manufacturing careers and to help meet the skills gap. West Allis also supports a CDBG activity called WRT BIG Step to provide training for West Allis residents to upskill or gain education or training necessary to obtain a family supporting wage. West Allis successfully promotes job opportunities in redevelopment projects and works to promote job opportunities in the community. Holding a job fair in the future would be goal to connect employers with local job seekers. The City of West Allis works closely with the local technical school in looking for strategies to increase participants in tech or skilled trades.

West Allis is a landlocked community that is entirely developed. As part of community planning, our goal is to incorporate the principles of complete streets into street construction projects (i.e. pedestrian amenities, ADA improvements, designated biking lanes, storm water controls, etc.). As projects are developed, West Allis is faced with underground infrastructure that in many cases is over 100 years old compounded with some infrastructure from the 1950's that is showing signs of deterioration. The City offers convenient access to the interstate system for trucking and employees as well as an array of public transportation route and supports a regional bike share program called "bublr." The City continues to invest in projects that advance infrastructure improvement while providing alternative transportation/commuting routes like the pedestrian bike trail or the Hank Aaron Trail that will connect West Allis to Downtown Milwaukee.

**Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.**

West Allis continues to experience change through redevelopment of blighted or underutilized properties. In the next five years, West Allis will the development of over 500 new housing units, 400,000 sq. ft. of new office space, 100,000 of new industrial space, and much more. A \$40 million, 120 bed behavior health clinic recently broke ground with completion set for late 2021. In 2020, West Allis saw over 380 units of market housing come to market with successful absorption. Also, a new 110 room Holiday Inn Express was completed in anticipation of the DNC, but with COVID, the lease up has been slower than expected. These developments will add to the City tax base while adding employment opportunities within close proximity to affordable, family neighborhoods. West Allis will be celebrating one year as a KIVA City and looks forward to providing additional matching grants to support small business grow and succeed in the community. The City will continue to emphasize the Economic Development and Microenterprise Loan program to help create jobs and new businesses. Over the next five years, West Allis will look for ways to enhance programs to grow the workforce to meet leading industry sectors within our community (i.e. job fair, showcases, training).

**How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?**

Pre Covid, unemployment was at unprecedented low percentages. The number one challenge expressed by businesses has been the need for skilled workers or simply applicants for open positions. West Allis has been promoting with companies to promote apprenticeships to meet today's need for skilled workers and to address shortages. Manufacturing remains a strong regional employment base and followed closely is health care. The WA WM School district, MATC along with region partners are exploring ways to help develop education program that meet employer's needs.

**Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.**

CDBG funds have been used to support WRTP Big step to provide job training and to support upskilling of West Allis residents. In 2019, the program assisted 62 individuals with 90% being LMI. 9 individuals move into careers in construction, manufacturing, and logistics sectors with an average wage of \$19.13. The workforce in West Allis is changing through generational transition while the need for certain skilled trades remain in demand such as manufacturing and health care. In many cases, employers are looking for skilled employee candidates and often have limited success in obtain applications for open positions. The City will support WA/WM School District organized programs such as Project Lead the Way and Heavy Metal Tour that promote careers in manufacturing and engineering. West Allis will explore working with the technical college on hosting a job fair. The promotion of apprenticeships remains as a great opportunity along with participation in high school job fairs. Some employers are offering incentives to pay for school or training programs.

**Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?**

**If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.**

No

West Allis is located within the boundaries of “Milwaukee 7”, which is a regional, cooperative economic development platform for the seven counties of southeastern Wisconsin: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington and Waukesha. Its mission is to attract, retain and grow diverse businesses and talent. West Allis staff maintains productive conversations with Milwaukee 7 on potential economic growth and interest in the City. One of our Development Department staff members is also the past President of the Wisconsin Economic Development Association, a statewide association whose primary objective is to increase the effectiveness of individuals involved in the practice of economic development in Wisconsin. West Allis also has a Community Development Entity arm that has allocated \$million in New Market Tax Credits to projects in Milwaukee, Racine and Kenosha counties that has contributed to 1500 permanent jobs, 2,300 construction jobs and nearly 500,000 sq. ft. of development within distressed neighborhoods.

## **Discussion**

Over the next five years, West Allis will look for ways to enhance programs to grow the workforce to meet leading industry sectors within our community (i.e. job fair, showcases, training).

## **MA-50 Needs and Market Analysis Discussion**

### **Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")**

The majority of “older” homes in West Allis are located on the east side of the City. And the City’s highest concentrations of designated LMAs are on also on the City’s east side. With the combination of high densities of older homes and lower incomes on the City’s east side vs. other areas of the City, one can assume that housing problems would be more concentrated on the east side than the other areas of the City. The east side is also more heavily concentrated with duplexes (see attached jpg map: West Allis Housing Types), which are more affordable to low-income families than single-family homes, than other areas of the City. Duplexes are often owned by absentee landlords, indicating a higher risk of housing problems than other housing types. “Concentration” means more abundant, which is what exists on the east side of the City.

West Allis also funds a Code Enforcement Public Facilities program every year, where inspectors make rotation inspections on properties located within the designated LMAs, covering a population of 45,960 people. Inspectors issue letters of communication, including Notices, Orders, and Summons & Complaints, regarding exterior code violations.

### **Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")**

Yes, there are 19 block groups in West Allis, according to the 2015 ACS Census data, that have concentrations of “non-white” individuals at 15% or more.

### **What are the characteristics of the market in these areas/neighborhoods?**

The areas of the City’s northeast side where higher concentrations of minorities reside is made up of an older housing stock with concentrations of duplex and multi-family housing options. These properties have lower income values than the mid-section and west side of the City. In Census Tract 1009, Groups 2 and 3, and in Census Tract 1010, Group 3, there are multiple properties of low-income housing that have Section 8 residents.

### **Are there any community assets in these areas/neighborhoods?**

Yes, there are several community assets in these areas/neighborhoods, including the City Library, Senior Center, Health Center, Farmers Market, and City Hall. These areas also have a lot of commercial properties and house some of the City’s major employment centers, indicating job opportunity hubs (see attached jpg map: West Allis Major Employment Centers). There are several public transportation routes through all of these areas, and the City has recently invested in bike trails, providing free alternate routes of transportation.

**Are there other strategic opportunities in any of these areas?**

The City has focused its CDBG funding in the designated LMAs, which cover 16 of the 19 “minority concentrated” block groups, and will continue to do so.

West Allis has great public schools. The WAWM School District has five (5) Wisconsin Schools of Promise, and has two (2) elementary schools that have been nationally recognized by the US Department of Education as a Blue Ribbon School.

## **MA-60 Broadband Needs of Housing occupied by Low- and Moderate-Income Households - 91.210(a)(4), 91.310(a)(2)**

**Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.**

In 2014-2018, 83.6 percent of households in West Allis had a computer and 74.8 percent had a broadband internet subscription. An estimated 71.9 percent of households had a desktop or laptop, 68.1 percent had a smartphone, 49.2 percent had a tablet or other portable wireless computer, and 4.1 percent had some other computer.

**Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction.**

Among all households, 55.5 percent had a cellular data plan, 64.4 percent had a broadband subscription such as cable, fiber optic, or DSL; 4.5 percent had a satellite internet subscription; 0.3 percent had a dial-up alone; and 0.1 percent had some other service alone.

A 2019 resident survey of West Allis residents indicated that 90% of West Allis homes have access to the internet and 87% of respondents over 55+ have internet at home. With the rise of smartphone use and availability of these type of devices, the City has moved to become more of virtual government. Promoting further citizen engagement through the use of social media and social platforms like next door to conduct citizen awareness and outreach. West Allis does have an older housing stock and many homes have limited wiring to meet today's electronic device needs.

With different providers and devices, there seems to be adequate competition to meet resident needs. In fact, even under our low income housing programs, many participants have phones or access to the internet to the level our management software is essentially paperless and participants can change or report information directly to the software.

## **MA-65 Hazard Mitigation - 91.210(a)(5), 91.310(a)(3)**

### **Describe the jurisdiction's increased natural hazard risks associated with climate change.**

As a landlocked community, land is coveted for development. Meeting the requirements of the WIDNR and the sewer district have caused issues with storm water retention and limiting development sites and increasing development costs. Eventually, this concern drives development into other communities fostering issues such as urban sprawl and pressure for infrastructure improvements. All the above greatly impacts the environment and contributes to climate change.

### **Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings, and methods.**

West Allis housing stock consists of older and many homes have older appliances and mechanicals. The building envelopes of houses lack the proper insulation and often are energy inefficient. West Allis has used HOME funds to increase the supply of new affordable homes that are energy efficient. Further the homes are set-up with rain barrels to help save rain water for gardening and landscaping.

Housing Rehabilitation activities with CDBG funds work to address energy efficiency issues for low to moderate income households when replacing windows and furnaces and water heaters.

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

The priority community needs and goals are outlined in the goals and objectives outlined in the Executive Summary above. The goals are based on the concepts formed from past community strategic planning and consultation with community shareholders and organizations that work to serve low-moderate income families. Also the goals relate the priorities identified in the City's Five Year Strategic Plan. The needs identified were those that help maintain the viability of the neighborhoods through community crime prevention and protection and to foster economic revitalization. As a result, the goal of the City of West Allis is to allocate CDBG funding towards activities that address community needs identified as a high priority. . However, the reality is the demand of CDBG funds greatly surpasses the availability of funds.

## SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

### Geographic Area

Table 12 - Geographic Priority Areas

<b>1</b>	<b>Area Name:</b>	City of West Allis
	<b>Area Type:</b>	Jurisdiction
	<b>Other Target Area Description:</b>	Jurisdiction
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	
	<b>Include specific housing and commercial characteristics of this target area.</b>	
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	
	<b>Identify the needs in this target area.</b>	
	<b>What are the opportunities for improvement in this target area?</b>	
	<b>Are there barriers to improvement in this target area?</b>	

### General Allocation Priorities

Describe the basis for allocating investments geographically within the state

The 2015 ACS Census data breaks median income down into block groups. West Allis was able to determine what percentage of each block group's population was under the 50% CMI level. For example, 60.6% of Census Tract 1001 BG 2's population has a median income that is below the 50% CMI level. West Allis then analyzed all block groups' income percentages and selected 33 block groups that together, averaged 51% of county median household income. West Allis has used these established 33 block groups as the identified target LMAs since the 2000 Census data was published, and will continue to use this data until further notice from HUD.

## SP-25 Priority Needs - 91.415, 91.215(a)(2)

### Priority Needs

Table 13 – Priority Needs Summary

1	<b>Priority Need Name</b>	Decent, safe, affordable housing
	<b>Priority Level</b>	High
	<b>Population</b>	Low Moderate Families with Children Elderly Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families
	<b>Geographic Areas Affected</b>	Jurisdiction
	<b>Associated Goals</b>	Increase supply of standard affordable housing
	<b>Description</b>	Provide new rental units; Rehab affordable rental units including those for persons with disabilities; Rehab owner-occupied housing; Provide minor rehab/accessibility; Promote ownership including for those persons with disabilities.
	<b>Basis for Relative Priority</b>	
2	<b>Priority Need Name</b>	Access to services for LMI seniors/youth/disabled
	<b>Priority Level</b>	High

	<b>Population</b>	Extremely Low Low Moderate Families with Children Elderly Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence Non-housing Community Development
	<b>Geographic Areas Affected</b>	Jurisdiction
	<b>Associated Goals</b>	Assure access to services for targeted populations
	<b>Description</b>	Provide health and recreational services to elderly and disadvantaged persons; Provide recreation and education opportunities for youth; Assist crime awareness/drug abuse programs; Provide support services for LMI seeking self-sufficiency, jobs and housing counseling.
	<b>Basis for Relative Priority</b>	
<b>3</b>	<b>Priority Need Name</b>	Improve/develop infrastructure
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate
	<b>Geographic Areas Affected</b>	Jurisdiction
	<b>Associated Goals</b>	Improve/develop infrastructure

	<b>Description</b>	Rehab/construct facilities for LMI services, including physical accessibility; Provide infrastructure to meet LMI needs, remove blight, improve parks; Provide code enforcement in target blighted areas.
	<b>Basis for Relative Priority</b>	
4	<b>Priority Need Name</b>	Develop economy and employment
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Non-housing Community Development
	<b>Geographic Areas Affected</b>	Jurisdiction
	<b>Associated Goals</b>	Develop economy and employment
	<b>Description</b>	Assist private businesses to create jobs; Provide TA to persons starting a business; Provide loans to micro-businesses; Provide facade improvements for businesses
	<b>Basis for Relative Priority</b>	
5	<b>Priority Need Name</b>	Program planning and administration
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Middle
	<b>Geographic Areas Affected</b>	Jurisdiction
	<b>Associated Goals</b>	Provide strong program planning and administration
	<b>Description</b>	Provide strong, efficient, effective, accountable administration of the CDBG program.
	<b>Basis for Relative Priority</b>	

	<b>Basis for Relative Priority</b>	
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**Narrative (Optional)**

**SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)**

**Introduction**

West Allis is a member of a HOME Consortium with Milwaukee County and the City of Wauwatosa, and is also a HUD Entitlement Community under the CDBG program. The Five-Year Consolidated Plan (the “Plan”) is a comprehensive document that outlines West Allis's goals on a five-year vision to assist low-moderate income persons and address the presence of slum and blight conditions within the community. In the past few months, West Allis has worked with community stakeholders to establish a vision for housing, community, and economic development actions. West Allis estimates funds available for the five-year performance period of FY 2020-2024 is \$7.4 million.

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,295,317	72,900	0	1,368,217	5,181,268	

**Table 14 - Anticipated Resources**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

The City will continue to support tax credit applications that provide senior housing at the 60% of median income level and possibly leverage HOME funds to create rental-occupied units at the 50-60% CMI level, and homeowner-occupied units at the 80% CMI level.

Work to increase program income and private investment from Economic Development Loan Programs in order to leverage CDBG funds for more projects.

The City will use CDBG or HOME funds to leverage private resources to attract business expansion or developments meeting the needs of the poor. Much of the activity under this goal is facilitating collaboration with local social services, community members, business community, and all others who seek to advocate for the needs of the people living in poverty.

The City has successfully leveraged federal New Market Tax Credit investment in West Allis within distress neighborhoods.

Further West Allis leveraged US EPA brownfield funds and State brownfield grants to address redevelopment sites in West Allis. In fact, we were one of the first in the nation to pair EPA and New Market Tax Credits in a project.

A West Allis Development was one of the first to utilize Opportunity Zone legislation to attract private investment to a multi-family redevelopment. Also, staff promotes the Community Reinvestment Act as a way to attract investment when a business or entrepreneurs are exploring alternative resources or trying to attract and investment

West Allis CDBG programs often depend on additional resources to support the particular activity. Though there is no particular requirement to leverage funds, the overall scope of activities require additional funds or support to meet their performance measurement goals. Public Service programs often receive support from other regional grants or fundraising initiatives. Programs conducted by the City, such as Housing Rehab, are loans that are repaid through private funds. Economic Development loans often leverage private equity contributions as well as financial commitments from financial institutions. Whether Community Planning or Public Facility projects, the programs leverage general City tax dollars to support the overall budget. Efforts to address blight through the Commercial Façade Improvement program are by grants that require at least 50% owner equity in the project. c

**If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan**

West Allis has 18 Tax Increment Finance (TIF) Districts, in which three (4) are available for redevelopment. Two (1) of the four(4) have been identified as industrial use, and one (1) has been identified as multi-family/commercial uses. The City does not own any other surplus land.

West Allis does not have the jurisdictional authority to foreclose on a property. Foreclosures continue to be problematic in the metro-Milwaukee area. Milwaukee County has the ability to foreclose on properties and West Allis will utilize the County's foreclosure list as a means of purchasing foreclosed properties for affordable housing opportunities in the City.

West Allis owns and maintains several City parks throughout the jurisdiction. The Con Plan survey results indicated a need for improving the condition of recreational facilities and increasing the number of recreational facilities. In the past, West Allis has used Public Facilities funds to improve park playground equipment and facilities, and West Allis intends to continue the use of Public Facilities funds for this purpose. West Allis also plans to continue to use Public Facilities funds for street beautification projects in the City right-of-way in eligible LMAs and other public land uses, such as the creation of public parking lots. The Con Plan survey results also indicated the need to improve the condition of neighborhood /community facilities, and West Allis intends to use CDBG funds on such improvements and operation of such facilities, as needed.

## **Discussion**

West Allis estimates funds available for the five-year performance period of FY 2020-2024 is \$7.4 million.

## SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
Milwaukee County Continuum of Care	Government	Economic Development Non-homeless special needs Ownership Planning Rental neighborhood improvements	Jurisdiction
City of West Allis	Government	Economic Development Non-homeless special needs Ownership Rental neighborhood improvements public facilities public services	Jurisdiction

**Table 15 - Institutional Delivery Structure**

### Assess of Strengths and Gaps in the Institutional Delivery System

**Strengths:** Services listed below are available to residents in the entire Milwaukee County area, which makes the resources more readily available and easier to access to the community (“community” being defined as Milwaukee County). West Allis is an active member and our Director of Development is a co-chair of the City of Milwaukee and Milwaukee County Continuum of Care (CoC), whose mission is to organize people and resources to end homelessness in Milwaukee.

**Gaps:** West Allis does not have the organizational structure, being a City of 60,000, to target, monitor, nor run programs for homelessness nor persons with HIV. West Allis relies on our ties with the CoC and Milwaukee County to direct those in need of services that are unable to be provided services in or by West Allis.

### Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	X
Legal Assistance	X	X	X
Mortgage Assistance	X	X	X
Rental Assistance	X	X	X
Utilities Assistance	X	X	X
<b>Street Outreach Services</b>			
Law Enforcement	X	X	X
Mobile Clinics	X	X	X
Other Street Outreach Services	X	X	X
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	X
Child Care	X	X	X
Education	X	X	X
Employment and Employment Training	X	X	X
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X	X	X
Transportation	X	X	X
<b>Other</b>			

**Table 16 - Homeless Prevention Services Summary**

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

Milwaukee County Housing has staff dedicated to assisting homeless persons and special needs populations using various funding sources. Milwaukee County, a consortium member with West Allis, will use their CDBG funds for mental health services and employment services for special needs population. West Allis has 149 Section 8 VASH vouchers, which are used towards rental assistance for homeless veterans.

During the 2020 Point in Time count held on January 22nd, 2020, 970 total persons experiencing homelessness in all settings (emergency shelter, transitional shelter, safe haven, and unsheltered) were counted in Milwaukee County. In comparison, 1,466 total persons experiencing homelessness were counted in the 2011 Point in Time count. The system overall offers a range of emergency, transitional, and permanent housing as well as strong prevention services.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

Some of the strengths of the Milwaukee COC system include: The system overall offers a range of emergency, transitional, and permanent housing as well as strong prevention services. The system continues to serve about 800 new individuals and children each quarter. The Point in Time count of unsheltered has slightly increased from 82 households without children in 2013 to 87 households in 2020. The PIT count of unsheltered has decreased from 5 households (with at least one child) in 2013 to 0 households (with at least one child) in 2020.

Some of the current weaknesses or gaps in the shelter system include the following:

1. Agencies continue to experience a shortage of funds and other resources to meet current needs and successfully help households move into better quality of life situations and into permanent housing.
2. The highest demand relative to capacity (utilization rate) is for individuals in permanent supportive housing. This suggests a subsector of the system that needs additional beds and services, or a more effective effort to work with those residents to move them more quickly into non-supported permanent housing.

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

Milwaukee County, the City of West Allis, and the City of Wauwatosa will continue to participate in the CoC working towards improving service delivery.

## SP-45 Goals - 91.415, 91.215(a)(4)

### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase supply of standard affordable housing	2020	2024	Affordable Housing	City of West Allis	Decent, safe, affordable housing	CDBG: \$143,750	
2	Assure access to services for targeted populations	2020	2024	Non-Homeless Special Needs Non-Housing Community Development	City of West Allis	Access to services for LMI seniors/youth/disabled	CDBG: \$203,310	
3	Improve/develop infrastructure	2020	2024	Non-Housing Community Development	City of West Allis	Improve/develop infrastructure	CDBG: \$542,855	
4	Develop economy and employment	2020	2024	Non-Housing Community Development	City of West Allis	Develop economy and employment	CDBG: \$342,000	
5	Provide strong program planning and administration	2020	2024	Administration	City of West Allis	Program planning and administration	CDBG: \$252,402	

Table 17 – Goals Summary

### Goal Descriptions

1	<b>Goal Name</b>	Increase supply of standard affordable housing
	<b>Goal Description</b>	Provide new rental units; Rehab affordable rental units including those for persons with disabilities; Rehab owner-occupied housing; Provide minor rehab/accessibility; Promote ownership including for those persons with disabilities.
2	<b>Goal Name</b>	Assure access to services for targeted populations
	<b>Goal Description</b>	Provide health and recreational services to elderly and disadvantaged persons; Provide recreation and education opportunities for youth; Assist crime awareness/drug abuse programs; Provide support services for LMI seeking self-sufficiency, jobs and housing counseling.
3	<b>Goal Name</b>	Improve/develop infrastructure
	<b>Goal Description</b>	Rehab/construct facilities for LMI services, including physical accessibility; Provide infrastructure to meet LMI needs, remove blight, improve parks; Provide code enforcement in target blighted areas.
4	<b>Goal Name</b>	Develop economy and employment
	<b>Goal Description</b>	Assist private businesses to create jobs; Provide TA to persons starting a business; Provide loans to micro-businesses; Provide facade improvements for businesses
5	<b>Goal Name</b>	Provide strong program planning and administration
	<b>Goal Description</b>	Provide strong, efficient, effective, accountable administration of the CDBG program.

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

West Allis estimates that 75 affordable housing units, compatible with the HOME rental and homeownership requirements of 91.215, could be constructed or converted over the next five (5) years. Extremely low-income and/or low-income units would need to be paired with some type of Project Based Voucher (PBV), in order to be financially feasible to a developer. If vouchers were to be available for this type of development, West Allis anticipates approximately 25 units could be developed in West Allis. The City estimates a possible 50 moderate-income, Low Income Housing Tax Credit (LIHTC), units could be developed in West Allis over the next five (5) years.



## **SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**

### **Actions to address LBP hazards and increase access to housing without LBP hazards**

The West Allis Health Department has for several years offered the gamut of lead-related health services, including physical assessments of residences, screening of children and pregnant women, and the testing of drinking water. Contacts have been made through exhibits at various public events, articles in the City newsletter, and group presentations by health education staff, school and daycare based brochure distributions, and media releases. Referrals have come from area physicians and from the department-based WIC program. The West Allis Health Department also owns an XRF analyzer.

West Allis adopted a local ordinance to establish local authority to deal with lead paint hazards and childhood lead poisoning. State certification of lead paint abatement contractors strengthens this local effort by identifying a pool of abatement contractors who are conversant with the issues involved in lead paint abatement and who are available to carry out abatement work in a safe and healthful manner.

All City residents have been advised of a potential for elevated lead levels in drinking water. This effort is based on United States Environmental Protection Agency (USEPA) testing requirements of the Clean Drinking Water Act and the results of representative testing in the water distribution system. Notification to residents of the community has been by means of water bill enclosures and newspaper advertisements.

The City of West Allis initiated a State-local program to remediate lead paint hazards in eight West Allis homes using a combination of grants and low-interest loans to fund the work. This program is intended, in part, to develop information about the costs and availability of lead paint abatement in the area, and is funded through the State of Wisconsin-Department of Health and Social Services.

Goals of the Health Department's lead program are:

- To identify children with significant exposure early enough to prevent toxicity.
- To refer children with elevated blood lead for medical intervention.
- To conduct environmental investigation and intervention as soon as lead toxicity is confirmed.
- To educate community residents regarding hazards of lead poisoning.
- To collect and evaluate data to be used in targeting community-wide intervention to places with children at increased risk of lead poisoning.

The Community Development Division maintains a listing of Lead Certified contractors for homeowners. In addition, the City's Housing Rehabilitation programs require lead testing and assists with funding (low interest loans) to address lead paint hazards. Each year, through the Housing Rehabilitation program, the City assists approximately 30 homes.

Also, the City maintains promoting education and remaining at the forefront of assessing lead paint hazards by having staff attend two Lead Assessment Conferences. The City of West Allis is considering the formation of a consortium of metro communities to address lead paint and to apply for a federal grant for lead abatement.

### **How are the actions listed above integrated into housing policies and procedures?**

West Allis will continue to ensure that:

#### Rehabilitation Programs

- Applicants for rehabilitation funding receive the required lead-based paint information and understand their responsibilities.
- Staff properly determines whether proposed activities are exempt from some or all lead-based paint requirements.
- The level of Federal rehabilitation assistance is properly calculated and the applicable lead-based paint requirements determined.
- Properly qualified personnel perform risk assessment, paint testing, lead hazard reduction and clearance services when required.
- Required lead hazard reduction work and protective measures are incorporated into project rehabilitation specifications.
- Risk Assessment, paint testing, lead hazard reduction, and clearance work are performed in accordance with the applicable standards established in 24 CFR Part 35, Subpart J and Wisconsin Administrative Code DHS 163.
- Required notices regarding lead-based paint evaluation presumption, and hazard reduction are provided to occupants and documented.
- Tenant Based Rental Assistance
- Applicants for assistance receive adequate information about lead-based paint requirements.
- A proper visual assessment is performed to identify deteriorated paint in the dwelling unit, any common areas servicing the unit, and exterior surfaces of the building.
- Prior to occupancy when children under 6 are present, properly qualified personnel perform paint stabilization and the dwelling passes a clearance exam in accordance with the standards established in 24 CFR Part 35, Subpart M.
- The renter receives the required lead-based paint pamphlet and notices.



## **SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

### **Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

Initiatives funded through federal program funds that will help reduce poverty in the City of West Allis include activities that:

- Enhance the ability of low- and moderate-income homeowners to remain in their homes by providing financial assistance for home repairs
- Support acquisition and/or rehabilitation of affordable housing units
- Support access to benefits for seniors
- Provide job training

### **How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

West Allis has “projects” identified in the Con Plan that include activities/programs that meet the initiatives listed above. Such projects include Public Services, Housing Programs, and Economic Development Activities. The City does not have another “plan” that addresses poverty reducing goals, programs and policies, other than the CDBG Con Plan, so there is not another plan to “coordinate” with. On a broader jurisdictional level, West Allis is coordinating its Con Plan with Milwaukee County and the City of Wauwatosa’s Con Plan. West Allis has also participated in the formation and conception of Southeastern Wisconsin Regional Planning Commission’s (SEWRPC’s) Regional Housing Plan for Southeastern Wisconsin: 2035.

## **SP-80 Monitoring - 91.230**

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

West Allis has developed and implemented a system for monitoring the expenditure of CDBG and HOME funds and to ensure attainment of its CDBG and HOME program objectives. It has also developed an annual monitoring strategy for managing all activities, and those organizations which deliver them to the City. All non-governmental Community Development Block Grant (CDBG) subrecipients sign subgrantee agreements and all governmental CDBG subrecipients sign intergovernmental agreements that enumerate program requirements. Monitoring will consist of both desk and on-site reviews. On-site reviews will consist of periodic site visits which will include an in-depth review of agency, project and client files. Desk monitoring takes place twice a year, when all subrecipients are required to submit a semi-annual report to staff in July, and an annual report in January. Findings of non-compliance are followed through to resolution, and a subrecipient's performance record enters into subsequent funding determinations. The City monitors its own performance through Development Department and Finance Department staff, including the timeliness of project implementation to ensure compliance with HUD's timeliness standards.

### Monitoring Activity

1. Establish proper monitoring and oversight for all subrecipients, community housing development organizations, developers, and contractors
2. Ensure that the activities funded are in compliance with the program regulations
3. Ensure timeliness of the projects and expenditure of funds
4. Ensure that Master File Checklists and Financial Checklists are complete and accurate
5. Ensure that partners have implemented proper file and record keeping procedures
6. Ensure that partners have established systems for obtaining documentation of required reporting elements
7. Ensure long term compliance with subrecipient, community housing development organization, developer and contractor agreements and/or loan commitment agreements

Davis- Bacon Compliance/Section 3: The Community Development Division oversees the enforcement of Federal labor standards, include prevailing wage rates. The City provides technical assistance to local contracting agencies through monitoring and oversight of HUD approved projects. Section 3 requirements are incorporated into bidding advertisement, bidding documents, and contracts, and are required to be submitted to the City prior to work commencing.

Minority, Women, and Disabled Persons in Business: Through the bidding process, the City strongly encourages expanded opportunities for MBE/WBE/DBE businesses. BIDs are forwarded to the WEDC Department of Minority Businesses and the City forwards BIDS requests to organizations representing

various ethnic groups. In the advertising documents, MBE/WBE/DBE businesses are encouraged to bid on a project.

## Expected Resources

### AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

#### Introduction

West Allis is a member of a HOME Consortium with Milwaukee County and the City of Wauwatosa, and is also a HUD Entitlement Community under the CDBG program. The Five-Year Consolidated Plan (the “Plan”) is a comprehensive document that outlines West Allis's goals on a five-year vision to assist low-moderate income persons and address the presence of slum and blight conditions within the community. In the past few months, West Allis has worked with community stakeholders to establish a vision for housing, community, and economic development actions. West Allis estimates funds available for the five-year performance period of FY 2020-2024 is \$7.4 million.

#### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,295,317	72,900	0	1,368,217	5,181,268	

**Table 18 - Expected Resources – Priority Table**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how**

### **matching requirements will be satisfied**

The City will continue to support tax credit applications that provide senior housing at the 60% of median income level and possibly leverage HOME funds to create rental-occupied units at the 50-60% CMI level, and homeowner-occupied units at the 80% CMI level.

Work to increase program income and private investment from Economic Development Loan Programs in order to leverage CDBG funds for more projects.

The City will use CDBG or HOME funds to leverage private resources to attract business expansion or developments meeting the needs of the poor. Much of the activity under this goal is facilitating collaboration with local social services, community members, business community, and all others who seek to advocate for the needs of the people living in poverty.

The City has successfully leveraged federal New Market Tax Credit investment in West Allis within distress neighborhoods.

Further West Allis leveraged US EPA brownfield funds and State brownfield grants to address redevelopment sites in West Allis. In fact, we were one of the first in the nation to pair EPA and New Market Tax Credits in a project.

A West Allis Development was one of the first to utilize Opportunity Zone legislation to attract private investment to a multi-family redevelopment. Also, staff promotes the Community Reinvestment Act as a way to attract investment when a business or entrepreneurs are exploring alternative resources or trying to attract and investment

West Allis CDBG programs often depend on additional resources to support the particular activity. Though there is no particular requirement to leverage funds, the overall scope of activities require additional funds or support to meet their performance measurement goals. Public Service programs often receive support from other regional grants or fundraising initiatives. Programs conducted by the City, such as Housing Rehab, are loans that are repaid through private funds. Economic Development loans often leverage private equity contributions as well as financial commitments from financial institutions. Whether Community Planning or Public Facility projects, the programs leverage general City tax dollars to support the overall budget. Efforts to address blight through the Commercial Façade Improvement program are by grants that require at least 50% owner equity in the project. c

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

West Allis has 18 Tax Increment Finance (TIF) Districts, in which three (4) are available for redevelopment. Two (1) of the four(4) have been identified as industrial use, and one (1) has been identified as multi-family/commercial uses. The City does not own any other surplus land.

West Allis does not have the jurisdictional authority to foreclose on a property. Foreclosures continue to be problematic in the metro-Milwaukee area. Milwaukee County has the ability to foreclose on properties and West Allis will utilize the County's foreclosure list as a means of purchasing foreclosed properties for affordable housing opportunities in the City.

West Allis owns and maintains several City parks throughout the jurisdiction. The Con Plan survey results indicated a need for improving the condition of recreational facilities and increasing the number of recreational facilities. In the past, West Allis has used Public Facilities funds to improve park playground equipment and facilities, and West Allis intends to continue the use of Public Facilities funds for this purpose. West Allis also plans to continue to use Public Facilities funds for street beautification projects in the City right-of-way in eligible LMAs and other public land uses, such as the creation of public parking lots. The Con Plan survey results also indicated the need to improve the condition of neighborhood /community facilities, and West Allis intends to use CDBG funds on such improvements and operation of such facilities, as needed.

**Discussion**

West Allis estimates funds available for the five-year performance period of FY 2020-2024 is \$7.4 million.

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase supply of standard affordable housing	2020	2024	Affordable Housing	City of West Allis	Decent, safe, affordable housing	CDBG: \$143,750	Homeowner Housing Rehabilitated: 10 Household Housing Unit
2	Assure access to services for targeted populations	2020	2024	Non-Homeless Special Needs Non-Housing Community Development	City of West Allis	Access to services for LMI seniors/youth/disabled	CDBG: \$203,310	Public service activities other than Low/Moderate Income Housing Benefit: 51960 Persons Assisted
3	Improve/develop infrastructure	2020	2024	Non-Housing Community Development	City of West Allis	Improve/develop infrastructure	CDBG: \$542,855	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 42590 Persons Assisted
4	Develop economy and employment	2020	2024	Non-Housing Community Development	City of West Allis	Develop economy and employment	CDBG: \$342,000	Facade treatment/business building rehabilitation: 3 Business Jobs created/retained: 20 Jobs Businesses assisted: 38 Businesses Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Provide strong program planning and administration	2020	2024	Administration	City of West Allis	Program planning and administration	CDBG: \$252,402	Other: 1 Other

Table 19 – Goals Summary

### Goal Descriptions

1	<b>Goal Name</b>	Increase supply of standard affordable housing
	<b>Goal Description</b>	<ul style="list-style-type: none"> <li>• assisting in the retention of affordable housing</li> <li>• provide affordable housing that is accessible to job opportunities and neighborhood amenities</li> <li>• promote redevelopment and marketing studies that demonstrate the feasibility of affordable housing (i.e. senior housing)</li> </ul>
2	<b>Goal Name</b>	Assure access to services for targeted populations
	<b>Goal Description</b>	<ul style="list-style-type: none"> <li>• improve the safety and livability of neighborhoods</li> <li>• increase access to quality public and private facilities and services</li> </ul>
3	<b>Goal Name</b>	Improve/develop infrastructure
	<b>Goal Description</b>	<ul style="list-style-type: none"> <li>• increase access to quality public and private facilities and services as well as access to alternative modes of transportation.</li> </ul>

4	<b>Goal Name</b>	Develop economy and employment
	<b>Goal Description</b>	<ul style="list-style-type: none"> <li>• improve the safety and livability of neighborhoods</li> <li>• create/retain high-wage jobs through financial participation in redevelopment and environmental clean-up of former/vacant industrial sites</li> <li>• promote redevelopment and marketing studies that make it possible to target certain types of development and create public/private partnerships to address contamination issues and other redevelopment challenges</li> <li>• Support businesses and microenterprise with business creation and opportunities to foster job growth</li> <li>• assistance to businesses to address slum/blight influences within commercial corridors</li> <li>• access to capital and credit for development activities that promote the long-term economic and social viability of the community</li> </ul>
5	<b>Goal Name</b>	Provide strong program planning and administration
	<b>Goal Description</b>	Effective deployment of CDBG funds in a timely manner to address the needs of LMI populations while maintaining a good standing with HUD.

## AP-35 Projects - 91.420, 91.220(d)

### Introduction

West Allis is a member of a HOME Consortium with Milwaukee County and the City of Wauwatosa, and is also a HUD Entitlement Community under the CDBG program. The Five-Year Consolidated Plan (the “Plan”) is a comprehensive document that outlines West Allis's goals on a five-year vision to assist low-moderate income persons and address the presence of slum and blight conditions within the community. In the past few months, West Allis has worked with community stakeholders to establish a vision for housing, community, and economic development actions. West Allis estimates funds available for the five-year performance period of FY 2020-2024 is \$7 million.

#	Project Name
1	Housing
2	Public Service
3	Public Facilities
4	Economic Development
5	Planning and Administration
6	CV-CDBG Administration
7	CDBG-CV Public Service
8	CDBG-CV Economic Development

Table 20 – Project Information

### Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

The City’s highest demand for project funding is in the Public Services category. West Allis utilizes the maximum 15% of budget funding to this Project every year, in order to serve the maximum amount of underserved populations in need of public services. Every year, West Allis receives more Public Service funding applications/requests, than what the budget allows for. Approximately 39% of the FY2020 Public Service funds benefit targeted, underserved populations, such as LMI individuals, victims of domestic violence, and seniors. The remaining 61% of Public Service funds benefit the general LMA areas, in which 51% of the population is composed of LMI people. West Allis also funds Housing activities, which benefit underserved/LMI households. Approximately 82% of the FY2020 Housing funds benefit the underserved population of LMI households, providing financial opportunities that allow them to make required home repairs at an affordable cost, allowing them to remain in their homes. The biggest obstacle with serving LMI homeowners for the Housing Rehab activities is finding applicants who meet the underwriting criteria prior to approval of a rehab loan. West Allis has adopted more flexible underwriting criteria than a typical bank, but the City must also evaluate the applicants’ ability to pay a loan back, which is hard in today’s economy.

West Allis funds an Economic Development Loan program, which takes up 62% of the Economic Development project budget. This activity serves underserved needs by providing new jobs to the

economy. At least 51% of the new jobs created are to be occupied by LMI persons. The biggest obstacle with this particular project is finding a business that is willing to comply with possible Davis-Bacon paperwork, reporting, and ensuring the hiring of LMI individuals. These requirements sometimes discourage businesses from taking the loan.

During FY2020, West Allis will continue funding CDBG-eligible activities regarding new redevelopment initiatives that will produce new employment opportunities and attract investments to underserved census tracts/neighborhoods.

## AP-38 Project Summary

### Project Summary Information

1	<b>Project Name</b>	Housing
	<b>Target Area</b>	City of West Allis
	<b>Goals Supported</b>	Increase supply of standard affordable housing
	<b>Needs Addressed</b>	Decent, safe, affordable housing
	<b>Funding</b>	CDBG: \$143,750
	<b>Description</b>	Rehabilitation of single-family and duplex housing for LMI residents in the City of West Allis.
	<b>Target Date</b>	12/31/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	LMI residents of the City of West Allis Housing Rehab Single Family=8 Housing Rehab Multi-2
	<b>Location Description</b>	No particular location-scattered based on applicants address
	<b>Planned Activities</b>	Housing Rehab Management Housing Rehab Single-Family Housing Rehab Duplex
2	<b>Project Name</b>	Public Service
	<b>Target Area</b>	City of West Allis
	<b>Goals Supported</b>	Assure access to services for targeted populations
	<b>Needs Addressed</b>	Access to services for LMI seniors/youth/disabled
	<b>Funding</b>	CDBG: \$203,310

<b>Description</b>	Provide services to targeted populations to assure access to resources; provide health and recreational services to elderly and disadvantaged persons; provide recreational and educational opportunities for low-moderate income people; provide additional crime prevention/educational services in low-moderate income areas. Goal outcome indicator represents LMC activities (875 people). LMA beneficiary population is 45,960.
<b>Target Date</b>	12/31/2020
<b>Estimate the number and type of families that will benefit from the proposed activities</b>	<p>Community Service Officer – LMA population of 5,375 people  Graffiti Removal – LMA population of 45,960  Frail Elderly Home Services/Interfaith West Allis – 400 people  Gang Prevention – LMA population of 45,960  Liberty Heights Program – LMA population of 3,455 people  Healthy Homes – 250 people  Family Resource Center – 100 people  WISH program – 50 people  WRTP/Big Step – 35 people</p> <p>West Allis Attentive Risk Reduction - 1,660 people  Homeless Outreach Services- 40 people</p>
<b>Location Description</b>	<p>Liberty Heights Program – 6101 W. Orchard St. West Allis, WI 53214  Family Resource Center – 1709 S. 80 St. West Allis, WI 53214  WISH Program – 11301 W. Lincoln Ave. West Allis, WI 53227  WRTP/Big Step – 3841 W. Wisconsin Ave., Milwaukee, WI 53208</p> <p>West Allis Attentive Risk Reduction - 7332 W. National Avenue</p> <p>The other programs are not located in a particular location – eligible LMA scattered sites/census block groups</p>

	<b>Planned Activities</b>	<p>Community Service Officer – LMA, HUD matrix code 5, \$40,000 budget</p> <p>Graffiti Removal – LMA , HUD matrix code 5, \$3,271 budget</p> <p>Frail Elderly Home Services/Interfaith West Allis – LMC, HUD matrix code 05A, \$29,500 budget</p> <p>Gang Prevention – LMA, HUD matrix code 5, \$19,079 budget</p> <p>Liberty Heights Program – LMA, HUD matrix code 5, \$10,000 budget</p> <p>Healthy Homes – LMC, HUD matrix code 05P, \$10,690 budget</p> <p>Family Resource Center – LMC, HUD matrix code 05L, \$25,500 budget</p> <p>WISH program – LMC, HUD matrix code 05G, \$10,270 budget</p> <p>WRTP/Big Step – LMC, HUD matrix code 05H, \$20,000 budget</p> <p>West Allis Attentive Risk Reduction – LMA, 05, \$5,000 budget</p> <p>Milwaukee County Homeless Outreach-LMC, O5, \$30,000 budget</p>
3	<b>Project Name</b>	Public Facilities
	<b>Target Area</b>	City of West Allis
	<b>Goals Supported</b>	Improve/develop infrastructure
	<b>Needs Addressed</b>	Improve/develop infrastructure
	<b>Funding</b>	CDBG: \$542,855
	<b>Description</b>	Provide infrastructure and recreational resources to people in LMA's. Assist with targeted code enforcement. Provide tree, shrub and flower plantings in LMA's.
	<b>Target Date</b>	12/31/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	<p>Street Beautification – LMA population of 45,960</p> <p>Exterior Code Enforcement – LMA population of 45,960</p> <p>Farmer Market Improvements – LMA population of 45,0960</p> <p>Burnhan Pointe Neighborhood/Street Improvements – LMA population of 2,880 people</p>

	<b>Location Description</b>	Street Beautification - scattered eligible LMA census block groups throughout the City Exterior Code Enforcement – scattered inspections throughout eligible LMA census block groups throughout the City. Staff offices at 7525 W. Greenfield Ave., West Allis, WI 53214  Farmers Market Improvements – 6501 W. National Avenue , West Allis, WI 53214 Burnham Pointe Neighborhood/Street Improvements-60th and Burnham Area West Allis, WI 53219
	<b>Planned Activities</b>	Street Beautification, LMA, HUD matrix code 03N, \$25,000 budget Exterior Code Enforcement, LMA, HUD matrix code 15, \$160,000 budget Farmers Market Improvements, LMA, HUD matrix code 03, \$60,655 Burnham Pointe Neighborhood, LMA, HUD matrix code 03F, \$297,200 budget
<b>4</b>	<b>Project Name</b>	Economic Development
	<b>Target Area</b>	City of West Allis
	<b>Goals Supported</b>	Develop economy and employment
	<b>Needs Addressed</b>	Develop economy and employment
	<b>Funding</b>	CDBG: \$342,000
	<b>Description</b>	Financial assistance to businesses to acquire property's, clear structures and other activities related to job creation and business development.
	<b>Target Date</b>	12/31/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Economic Development Plan & Delivery Program – 20jobs WWBIC (micro-enterprise technical assistance) – 32 people Commercial Façade Improvement & Delivery Program – 3 businesses *Goal indicator category of “other” identifies WWBIC beneficiaries for 18C technical assistance.
<b>Location Description</b>	WWBIC – 1533 N. RiverCenter Dr. Milwaukee, WI 53212 The other programs are not located in a particular location – scattered sites	

	<b>Planned Activities</b>	Economic Development Plan & Delivery Program, LMJ, HUD matrix code 18A, \$212,000 budget WWBIC (micro-enterprise technical assistance), LMC, HUD matrix code 18C, \$60,000 budget Commercial Façade Improvement & Delivery Program, SBS, HUD matrix code 14E, \$70,000 budget
<b>5</b>	<b>Project Name</b>	Planning and Administration
	<b>Target Area</b>	City of West Allis
	<b>Goals Supported</b>	Provide strong program planning and administration
	<b>Needs Addressed</b>	Program planning and administration
	<b>Funding</b>	CDBG: \$252,402
	<b>Description</b>	Administration of CDBG and Fair Housing programs.
	<b>Target Date</b>	12/31/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	NA
	<b>Location Description</b>	All administrative activities will take place at 7525 W. Greenfield Ave., West Allis, WI
	<b>Planned Activities</b>	Community Development Administration, HUD matrix code 21A, \$246,591 budget Fair Housing Administration, HUD matrix code 21D, \$7,811 budget
<b>6</b>	<b>Project Name</b>	CV-CDBG Administration
	<b>Target Area</b>	City of West Allis
	<b>Goals Supported</b>	Provide strong program planning and administration
	<b>Needs Addressed</b>	Program planning and administration
	<b>Funding</b>	:
	<b>Description</b>	Administration of CDBG-CV funds
	<b>Target Date</b>	12/31/2020

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	NA Funding and accomplishments for this Project will reported in 2019 Project 6
	<b>Location Description</b>	City of West Allis, WI
	<b>Planned Activities</b>	Administration of CDBG-CV funds
7	<b>Project Name</b>	CDBG-CV Public Service
	<b>Target Area</b>	City of West Allis
	<b>Goals Supported</b>	Assure access to services for targeted populations
	<b>Needs Addressed</b>	Access to services for LMI seniors/youth/disabled
	<b>Funding</b>	:
	<b>Description</b>	Provide public service activities for addressing the COVID pandemic and low income individuals.
	<b>Target Date</b>	12/31/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Funding and accomplishments for this Project will be reported under the 2019 Project 7 Support of the Health Dept - 41,700 individuals (population of low to moderate income area Food Program - 2,540 individuals Rent Assistance - 40 individuals Mortgage Assistance - 40 households
	<b>Location Description</b>	City of West Allis, WI

	<b>Planned Activities</b>	<ul style="list-style-type: none"> <li>- Health Dpt. Awareness Program for COVID-19 - Funds to address COVID awareness and safety, support staff hours, public awareness campaign</li> <li>- Food and Meal Delivery Program - support a food navigator program or support a meals on wheels campaign to provide access to food for low income individuals</li> <li>- Mortgage Assistance and Rent Assistance program - help families or individuals that low income deal with lost income from suspended employment and difficulty to pay rent or mortgage payments</li> </ul>
<b>8</b>	<b>Project Name</b>	CDBG-CV Economic Development
	<b>Target Area</b>	City of West Allis
	<b>Goals Supported</b>	Develop economy and employment
	<b>Needs Addressed</b>	Develop economy and employment
	<b>Funding</b>	:
	<b>Description</b>	Business and micro-enterprise program to support businesses retain or create employment opportunities during this COVID pandemic
	<b>Target Date</b>	12/31/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	<p>53 jobs retained or created under the business and micro-enterprise program.</p> <p>The funding and accomplishments for this activity will be reported under 2019 Project 8</p>
	<b>Location Description</b>	City of West Allis, WI
	<b>Planned Activities</b>	<ul style="list-style-type: none"> <li>- Economic Assistance - up to \$5,000 grants to help business RESTART. Business must retain or create one job</li> <li>- Microenterprise Grant Program - grant to WWBIC to support microenterprises retain or create one job</li> </ul>

## **AP-50 Geographic Distribution - 91.420, 91.220(f)**

### **Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

The 2015 ACS Census data breaks median income down into block groups. West Allis was able to determine what percentage of each block group's population was under the 50% CMI level. For example, 60.6% of Census Tract 1001 BG 2's population has a median income that is below the 50% CMI level. West Allis then analyzed all block groups' income percentages and selected 33 block groups that together, averaged 51% of county median household income. West Allis has used these established 33 block groups as the identified target LMAs since the 2000 Census data was published, and will continue to use this data until further notice from HUD.

### **Geographic Distribution**

<b>Target Area</b>	<b>Percentage of Funds</b>
City of West Allis	100

**Table 21 - Geographic Distribution**

### **Rationale for the priorities for allocating investments geographically**

The northeast quadrant of the City is the primary targeted geographic area for CDBG funding. The rationale for the geographic allocation of resources is that the northeastern quadrant of the City has the oldest housing stock and the highest concentration of low-income neighborhoods. The vast majority of the City's minority/ethnic population also resides in this area. A breakdown of City demographics is provided as attached. This area, along with additional block groups in the central and western part of the City, forms the City's LMAs, which have an overall percentage of 51% low- to-moderate income persons.

### **Discussion**

West Allis will continue to work within the identified eligible block groups and to serve LMI persons throughout the jurisdiction.

## **AP-85 Other Actions - 91.420, 91.220(k)**

### **Introduction**

West Allis has an older population. Residents over the age of 55 consist of 26% of the population. Improving access to services for the elderly continues to be a major focus.

Census tracts located within the northeast segment of West Allis have higher concentrations of low-moderate income individuals. Some Census Tracts are in excess of 60%. Significant investment has occurred in this area that includes façade improvements, housing rehabilitation loans, and the construction of a new park.

The City has 355 Section 8 Housing Choice Vouchers (HCVs) for low-income families, 102 Project Based Vouchers (PBVs) for low-income seniors within the Beloit Road Senior Housing Complex, and 149 Veterans Affairs Supportive Housing (VASH) vouchers for low-income veterans. West Allis has expressed interest to the local HUD office, that additional vouchers would be welcomed, if awarded.

The Health Department offers the gamut of lead-related health services, including physical assessments of residences, testing of drinking water, screening of children and pregnant women, educational programs for parents, landlords and contractors.

### **Actions planned to address obstacles to meeting underserved needs**

West Allis has an older population. Residents over the age of 55 consist of 26% of the population. Improving access to services for the elderly continues to be a major focus.

Increased demand for resources on Federal and State level compounded with budget expenditure constraints at a local level are single greatest impediment to meeting the under-served needs of low and very low income West Allis residents. Also, service delivery appears to be challenge for non-profit groups operating on shoe string budgets but lack the ability to effectively administer, function programmatically, and provide services within budgets.

Recently, West Allis has seen increased population growth – largest population in 2019. West Allis also have the second largest percentage of its population among peer cities between ages of 45-64. 14.5% of the population is age 65 or over. Improving access to services for the elderly continues to be a major focus. Actions include continued improvements to the Senior Center, Senior Center Services, and elderly outreach services. These programs improve the quality of life offered to the elderly as well as the City’s housing rehabilitation program works to help seniors improve the quality of their housing and delays payments until the home is sold. .

Census tracts located within the northeast segment of West Allis have higher concentrations of low-moderate income individuals. Some Census Tracts are in excess of 60%. Significant investment has

occurred in this area that includes façade improvements, housing rehabilitation loans, and the construction of a new park. The City continues ongoing planning initiatives on how to improve this census tract. The efforts are supported with collaborative partnerships with recent formation of three neighborhood associations. During the period of 2020-2024, the City will continue funding CDBG-eligible activities regarding new redevelopment initiatives that will produce new employment opportunities and attract investment to underserved census tracts/neighborhoods, the funding of a domestic violence support group (WISH Program), and the construction of a new park within a commercial corridor on the east side of the City.

During 2020, the City will continue to provide service to 355 participants in the Section 8 Housing Choice Voucher (HCV) Program, 100 participants in the Veterans Affairs Supporting Housing (VASH) Program, and 102 low-income seniors (age 62 and older) through the Project Based Voucher (PBV) Program. Also in 2020, the City will continue addressing housing needs for low-to-moderate income households through the use of HOME program, through the Housing Rehab Program and by selling new affordable housing to low-to-moderate income households.

### **Actions planned to foster and maintain affordable housing**

The City has 355 Section 8 Housing Choice Vouchers (HCVs) for low-income families, 102 Project Based Vouchers (PBVs) for low-income seniors within the Beloit Road Senior Housing Complex, and 149 Veterans Affairs Supportive Housing (VASH) vouchers for low-income veterans. West Allis has expressed interest to the local HUD office, that additional vouchers would be welcomed, if awarded.

Though approved for 606 vouchers, the budget authority granted by the federal government does not support 100% utilization. West Allis has utilized Section 42 tax credits to help preserve 104 units of affordable housing for seniors and would look to how these programs might benefit the community further.

West Allis, Milwaukee County and Wauwatosa are a HOME consortium focused on creating affordable housing. Efforts have included creating affordable units while providing low interest loans to rehabilitate affordable units. West Allis has also helped provide a balance of affordable units by developing and promoting tax credit assisted housing. The City of West Allis is the only community outside of Milwaukee with an extremely low-income mentally handicapped facility outside of the City of Milwaukee. West Allis also permits group homes and CBRFs and does not have restrictive zoning.

### **Actions planned to reduce lead-based paint hazards**

The Health Department offers the gamut of lead-related health services, including physical assessments of residences, testing of drinking water, screening of children and pregnant women, educational programs for parents, landlords and contractors. Contacts have been made through exhibits at various public events, articles in the City newsletter, and group presentations by health department staff, school and daycare based brochure distributions, and media releases. Referrals have come from area

physicians , the department-based WIC program and self-referral by parents. The West Allis Health Department also owns an XRF lead paint analyzer. .

West Allis adopted an ordinance to establish local authority to deal with lead paint hazards and childhood lead poisoning. State certification of lead paint abatement contractors strengthens this local effort by identifying a pool of abatement contractors who are conversant with the issues involved in lead paint abatement and who are available to carry out abatement work in a safe and healthful manner.

All City residents have been advised of a potential for elevated lead levels in drinking water. The City also has provided special financing to address lead water pipes and many households are taking advantage of the service.

Goals of the Health Department's lead program are:

- To prevent lead poisoning
- To identify children with elevated blood lead levels early to prevent/reduce adverse health impacts.
- To refer children with elevated blood lead for medical intervention and other needed services or resources.
- To conduct environmental investigation and intervention to identify sources of lead and educate on abatement methods .
- To educate community residents/landlords regarding hazards of lead poisoning and lead poisoning prevention.
- To collect and evaluate data to be used in targeting community-wide intervention to places with children at increased risk of lead poisoning.

The Community Development Division maintains a listing of Lead Certified contractors for homeowners. In addition, the City's Housing Rehabilitation programs require lead testing and assists with funding (low interest loans) to address lead paint hazards. Each year, through the Housing Rehabilitation program, the City assists approximately 30 homes.

Also, the City maintains promoting education and remaining at the forefront of assessing lead paint hazards by having staff attend two Lead Assessment Conferences.

### **Actions planned to reduce the number of poverty-level families**

Initiatives funded through federal program funds that will help reduce poverty in the City of West Allis include activities that:

- Enhance the ability of low- and moderate-income homeowners to remain in their homes by providing financial assistance for home repairs

- Support acquisition and/or rehabilitation of affordable housing units
- Support access to benefits for seniors
- Provide job training

### **Actions planned to develop institutional structure**

The City of West Allis has a five year Strategic Plan with defined goals and objectives. The goals outline the delivery of services, improved practices, and the goal of fiscal responsibility and management. Through development of regional partnerships, West Allis has formed collaborative efforts with ERAs to provide elderly outreach and partnerships with Milwaukee County to perform homeless outreach. Regionally, there are entities providing services to reach Imi populations, but stronger efforts are needed to address programmatic silos (i.e. Habitat for Community has functioned only in the City of Milwaukee).

Civic infrastructure can be defined as the capacity of the public, private, and non-profit sectors to sacrifice self-interest and work towards a common goal of improving the community. In order to establish a strong, well-designed and well-developed infrastructure, it must be recognized that the City government, nor CDBG funds alone cannot resolve all problems or provide all economic and social opportunities to reach the desired goals of the Annual or Consolidated Action Plan. Coalitions, partnerships, and networks that facilitate the exchange of information and ideas must be enhanced or formed among all sectors of the community.

The CDBG Program for the City of West Allis is administered through the Department of Development's Community Development Division. The goal of the City and Department is to form a strong, well-defined civic infrastructure, and will attempt during FY 2020-2024 to achieve the following objectives to build support in the City by doing the following:

- Strengthen existing public/private partnerships and create new ones to implement programs and deliver service of all types, with the following entities:

1. Milwaukee County HOME Consortium
2. Participation in Milwaukee Continuum of Care (CoC)
3. Work with Milwaukee County on homeless outreach
4. West Allis-West Milwaukee School District
5. West Allis Health Department/West Allis Senior Center
6. Milwaukee County and United Way Agencies offer services that are being utilized by residents of West Allis.

- Promote citizen participation as a cornerstone of every planning process.
- Expand the use of social media and other media platforms.
- Work to awareness of affordable housing opportunities for persons with low incomes.

1. Other significant participants in the process will be the City's Community Development Authority, the Economic Development Committee, the Community Development Block Grant Committee and the Fair Housing Board, as well as the Wisconsin Housing and Economic Development Authority (WHEDA).

- Create community indicators and benchmarking programs to measure the success of public and private programs and policies.

1. The City will rely principally on private developers for the completion of new construction or substantial rehabilitation projects.

2. The City will also use its CDBG funds to provide "gap financing" to a project when its operating income is insufficient to attract all the equity required.

3. The financing is based on creating jobs for low-to-moderate income individuals.

Staff participation on local committees and boards involved in community development provides input on community needs and means to work toward better coordination services of low-and very low-income residents.

In order to develop appropriate structural actions with CDBG funds, NEDA webinars and conferences, HUD Exchange, Grantee Entitlement Meetings, Section 3 webinars. Staff will continue to attend these CDBG training opportunities in 2020-24.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

The Department of Development serves as liaison to facilitate partnerships that help leverage and broaden the scope of CDBG funded activities. John Stibal, Director of Development, is currently serving as the co-chair of the Milwaukee Continuum of Care in addressing homelessness. When challenges arise, staff looks for ways to have public and private housing, health, and social service agencies work together. Further, in the spirit of intergovernmental cooperation and regionalism, the City of West Allis works with neighboring communities to address issues. The West Allis Health Department is a great example as it provides services for West Allis and West Milwaukee residents.

In the City's Housing Office, residents are able get information on social service, food pantry, and public housing agencies from around the metro-Milwaukee area. West Allis has expressed interest to the local HUD office, that additional Section 8 rent assistance vouchers would be welcomed, providing affordable housing to even more than the 578 low-income households that are already served by West Allis's Section 8 program.

West Allis conducts a solicitation period every summer for new applications for the upcoming CDBG fiscal year. Upon submittal of the application, Department of Development staff review the applications

for compliance and eligibility. All the applications are placed within the respective federal allocation percentages and the funding requests are reviewed with regard to performance measurement standards. A staff recommendation is developed and forward to the citizen Block Grant Committee for review and comment. The Committee adopts a formal recommendation of the plan which is then forwarded to the Common Council for final approval. The Common Council approves the plan and welcomes a 30 day comment period in which a summary of the plan is posted on the City's website, the paper, and other government buildings. The public notice is also mailed to numerous civic and social service organizations.

West Allis has historically funded Public Service projects to the fullest extent (15% of the budget), which requires coordination between the City and various social service agencies, such as the Family Resource Center and Interfaith Older Adult Programs. West Allis plans to continue this public/private coordination with current and/or new social service agencies.

## **Discussion**

## Program Specific Requirements

### AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

#### Introduction

The priority community needs and goals are outlined in the goals and objectives outlined in the Executive Summary above. The goals are based on the concepts formed from past community strategic planning and consultation with community shareholders and organizations that work to serve low-moderate income families. Also the goals relate the priorities identified in the City's Five Year Strategic Plan. The needs identified were those that help maintain the viability of the neighborhoods through community crime prevention and protection and to foster economic revitalization. As a result, the goal of the City of West Allis is to allocate CDBG funding towards activities that address community needs identified as a high priority. However, the reality is the demand of CDBG funds greatly surpasses the availability of funds.

#### Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	72,899
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>72,899</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	94.00%

## **Discussion**

West Allis is a member of a HOME Consortium with Milwaukee County and the City of Wauwatosa, and is also a HUD Entitlement Community under the CDBG program. The Five-Year Consolidated Plan (the “Plan”) is a comprehensive document that outlines West Allis's goals on a five-year vision to assist low-moderate income persons and address the presence of slum and blight conditions within the community. In the past few months, West Allis has worked with community stakeholders to establish a vision for housing, community, and economic development actions.

## Appendix - Alternate/Local Data Sources