



3-5 Year Strategic Plan

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations.

GENERAL

Executive Summary

The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.

3-5 Year Strategic Plan Executive Summary:

The Consolidated Strategy and Plan for Housing and Community Development Programs is a guide for how to use federal funds from the U.S. Department of Housing and Urban Development in a way which maximizes benefits to the City of Green Bay in three general areas: providing decent housing, providing a suitable living environment, and expanding economic opportunity. Each of these benefits is primarily aimed at low-income persons.

The City of Green Bay has invested more than \$7,333,280 of Community Development Block Grant (CDBG) and HOME funds over the past five years to achieve the three goals; provide decent affordable housing, provide suitable living environment, and expand economic opportunities that benefit low to moderate income individuals, neighborhoods, and families. In the past five years, the City has successfully acquired 24 properties, provided rehab loans for 61 LMI families, provided homebuyer assistance for 143 families, provided 245 families with homebuyer counseling, and provided 3 businesses with direct economic assistance creating low income jobs. All of these accomplishments working together has helped to create a healthier community in the City of Green Bay.

This strategic plan for the years 2010-2014 will continue to guide the City of Green Bay in implementing future CDBG and HOME allocations.

Strategic Plan

Due every three, four, or five years (length of period is at the grantee's discretion) no less than 45 days prior to the start of the grantee's program year start date. HUD does not accept plans between August 15 and November 15.

Mission:

The City of Green Bay has developed this Consolidated Plan in accordance with the following national goals: Elimination of slums and blight, elimination of conditions that are detrimental to health, safety and public welfare, conservation and expansion of the nation's housing stock, expansion and improvement of the quantity and

quality of community services, better utilization of land and other natural resources, reduction of the isolation of income groups within the community and geographical areas, restoration and preservation of properties of special value, alleviation of physical and economic distress, and conservation of the nation's scarce energy resources.

General Questions

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)). Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.
3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

3-5 Year Strategic Plan General Questions response:

1. Geographic and Low Income and Racial/Minority Concentration

The third largest city in Wisconsin, Green Bay is located at the mouth of the Fox River in the northeastern part of the state. The City's population grew by 6.1% from 1990 to 2000.

Green Bay is rich in history and provides good quality of life for its residents. Green Bay is the oldest city in the state and has served as the county seat for Brown County, and a regional location for many state and federal agencies. Quality education from elementary through university levels is available. Urban parks and nearby natural areas provide a variety of recreational opportunities. A redeveloping central business district anchors the office and governmental backbone of the urban area. Green Bay provides a well-rounded living environment for visitors and residents alike, and was nationally recognized in 1999 as an All-American City.

2000 Census data for household income shows that low and moderate income concentrations, defined as 51% or more of the households at less than 80% of the County Median Income, are found in the following Census Tracts or Block Groups: CT1, CT2 BG1,3,7, CT3.02 BG1, CT3.03 BG2, CT4.01 BG2,3,4, CT5 BG1,2, CT7 BG1,3,6, CT8, CT9, CT10, CT11 BG2,3, CT12, CT13 BG1,2, CT14 BG2,4,5, CT15.02 BG2, CT16 BG2,3, CT17

Census data from 2000 shows that minorities constitute 16.9% of the total Green Bay population. Areas of concentration are defined as census tracts or block groups having a higher percent minority population than the City as a whole. Those census tracts or block groups are as follows: CT1, CT2 BG1, CT5, CT7 BG1, CT8, CT9, CT10 BG2, CT11, CT12, CT13 BG1,2, CT14 BG 4,5, CT15.02 BG2, CT16 BG2, CT17, CT20.01 BG1

2. Geographical Allocation and Basis for Assigning Priority

Geographical Allocation

The concentration of minority directly correlates with low and moderate income areas within the City. These areas have expanded out from the central city showing that housing is affordable in areas outside the central city. However, the greatest need for housing rehabilitation lies with the oldest housing stock. A map is included in Appendix A indicating the area the City will target funds for housing rehabilitation.

New construction activities will be targeted to the same areas as well as the housing rehabilitation program. The City will concentrate efforts on revitalizing older neighborhoods by providing quality affordable housing in them.

Homebuyer assistance activities may be made available city-wide, however, increasing homeownership in the older neighborhoods is a priority. Programs designed to create a mix of income within neighborhoods is encouraged.

Basis for Assigning Priorities

Priority ratings are identical for extremely low income, very low income, and low income households. The housing needs analysis shows that ELI, VLI, and LI households are most likely to occupy units having housing problems.

A combination of survey results, professional input, Census, and CHAS 2000 data has led to setting of the priorities for this plan. Input was received from a number of sources as to priority non-housing community development needs. Included are discussions with personnel from the City Department of Public Works, Building Inspection Office, and the Department of Parks, Recreation and Forestry. Items such as sidewalk replacement and reconstruction of alleys were identified by the Department of Public Works. The need to upgrade and renovate aging city park facilities was noted by the Park Department.

The City Council and the City's Redevelopment Authority have developed a number of plans for improving the central city, including tax incremental financing district plans and the Downtown Design Concept Plan. Implementation of activities in conformance with these plans is a high priority.

The City's Economic Development Authority has begun capitalization of an economic development revolving loan program to assist in creating jobs and to be competitive with other communities in retaining Green Bay businesses as well as securing new firms. Creating unskilled jobs or jobs that provide training to unskilled that have a livable wage is desirable to meet the needs of the low-moderate income persons. Continuing this program is of importance to the stability of the local economy.

3. Obstacles to Meeting Underserved Needs

A major obstacle to meeting underserved needs is the availability of funding, lack of housing units for large families, and support facilities.

Managing the Process (91.200 (b))

1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.
2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.
3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.

*Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.

3-5 Year Strategic Plan Managing the Process response:

The lead agency in the coordination and writing of the Consolidated Plan was the City of Green Bay Redevelopment Authority. Once approved by the U. S. Department of Housing and Urban Development, the City's Redevelopment Authority will manage the Consolidated Plan.

Preparation of the Plan was accomplished through a collaborative process. A survey was distributed to approximately 220 stakeholders to obtain a wide variety of input. The survey was mailed or distributed to the following groups:

- 95 Public and Private Non-Profit Agencies
- 32 Neighborhood Association Presidents
- 12 Federally Assisted Elderly Housing Projects
- 11 Federally Assisted Family Housing Projects
- 14 Financial Institutions
- 3 Affordable Housing Developers
- 16 Principals of Schools serving LMI areas and 2 School Board representatives
- 12 Common Council Alderpersons
- 18 Commissioners of Green Bay and Brown County Housing Authority
- Department Heads of Police, Fire, Public Works, Parks, Recreation & Forestry, Planning & Inspection, Economic Development, and other staff including Housing and Neighborhood Division staff.

Individual agencies were contacted to obtain information in regard to specific elements of this plan including:

- AIDS Resource Center - HIV/AIDS persons
- Aspiro - Developmentally Disabled
- Brown County Aging Resource Center - Senior Needs
- Brown County Health Department - Lead Poisoning in children
- Brown County Homeless and Housing Coalition - Homeless needs
- Brown County Human Resources - Developmentally Disabled
- Department of Public Works & Parking Utility - Infrastructure and parking needs
- Department of Parks, Recreation & Forestry - Park needs

Fair Housing Office of NEW - Fair Housing issues
Jackie Nitschke Center - Alcohol and Other Drug Addiction needs
NEW Community Clinic - Health care
NEW Curative Rehabilitation, Inc. - Developmentally Disabled
NeighborWorks® Green Bay - Homebuyer needs
Options for Independent Living - Physically disabled needs
Green Bay Police Department-Neighborhood Watch Captains-Crime Prevention

Citizen Participation (91.200 (b))

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

3-5 Year Strategic Plan Citizen Participation response:

The citizen participation process included a survey that was distributed to over 220 stakeholders to receive input and comment on housing and community needs for the City of Green Bay. This included distribution of surveys to agencies serving minorities, non-English speaking, and disabled persons. A public notice was published on a hearing to receive input and comment on housing and community development needs, as well as the schedule of the key events for this process. Staff presented at the August 2009 Redevelopment Authority meeting the timeline and key dates for the Strategic Plan and Annual Action Plan. The Strategic Plan and recommended Annual Action Plan budget was forwarded to the Redevelopment Authority for approval and then forwarded to the Common Council. The Common Council meeting was opened for interested parties of the public to speak in regard to funding of needs. A notice was published in the paper providing a 30-day comment period on the Consolidated Strategy and Plan for Housing and Community Development covering fiscal years 2010-2014 and the Annual Action Plan for 2010 for the City of Green Bay. Copies were made available at the office of the Redevelopment Authority, the main public library and on the City of Green Bay's website.

Citizen Comments are included in Appendix B.

Institutional Structure (91.215 (i))

1. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.
2. Assess the strengths and gaps in the delivery system.

3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

3-5 Year Strategic Plan Institutional Structure response:

Public Institutions:

City of Green Bay - Will be the grantee for many of the affordable housing and community development funding programs (i.e.. HOME, CDBG, etc.) and will provide the primary governmental support needed to implement programs.

Redevelopment Authority of the City of Green Bay - Administers the CDBG Program and HOME Program for the City of Green Bay.

Department of Public Works - Administers public infrastructure programs for the City.

Department of Parks, Recreation & Forestry - Administers park and parkway facilities and programs for the City.

Economic Development Authority - Administers the City's economic development revolving loan program.

Housing Authority of the City of Green Bay - Administers public housing projects in the City of Green Bay. May be a direct applicant for affordable housing program funds as appropriate.

Brown County - Will be the primary grantee for affordable housing grants for Brown County. A number of those programs will provide affordable housing benefits within the City of Green Bay. Also, the County operates the County Human Services, General Relief Program, Mental Health Center, and other services that will be valuable components in assisting persons/families to afford housing.

Housing Authority of Brown County - May be a direct applicant for affordable housing program funds as appropriate. Also, will administer the Section 8 Vouchers for Brown County, the majority of which are used in the City of Green Bay.

Non-profit Organizations:

Listed below are non-profit agencies that have worked with the City on various community development and housing related programs:

NeighborWorks® Green Bay - Acquires properties and rehabilitates them for either renter or homeowner occupancy to low-moderate income households. Offers downpayment/closing cost assistance to homebuyers, and HUD certified

homebuyer counseling. Serves as an information and referral service for its service area.

Family Service Association and My Brother's Keeper, Inc. - provides programs for youth.

Family Violence Center, Inc. - Operates a shelter for battered persons and provides related counseling.

Fair Housing Council of Northeast Wisconsin - Provides outreach and education in regard to fair housing. Conducts systemic investigations and provides assistance and referral for filing complaints.

Brown County Homeless and Housing Coalition - Identifies needs of the homeless and assists and coordinates community organizations which provide homeless services.

Mediation Center of Brown County - Provides mediation services within LMI neighborhoods.

Howe Neighborhood Family Resource Center - provides programs for the Howe School area.

Family and Childcare Resources of NEW- provides programs for the Ft. Howard, Jefferson, and Tank School areas.

Salvation Army - Provides temporary shelter facilities and related food/meal programs for homeless.

St. Vincent De Paul - Provides temporary shelter for homeless.

Habitat for Humanity - Constructs low-income, owner-occupied housing structures and assists families who are selected to purchase the homes.

United Hmong & Asian American Community Center- Provides programs and makes referrals for the Southeast Asian population.

Mutual Housing Association of Brown County, Inc. - Owns and manages a number of affordable housing units in Brown County, some of which are located in the City of Green Bay.

Downtown Green Bay, Inc. - Actively involved in downtown redevelopment issues.

Olde Main Street, Inc. - Involved in redevelopment activities for the Olde Main Street District.

On Broadway, Inc. - Involved in redevelopment activities for the Broadway Redevelopment District.

NEW Community Shelter, Inc. - Manages homeless shelter facility.

Mayor's Neighborhood Leadership Council - Raised private donations and has partnered in affordable housing opportunities and other neighborhood initiatives.

Private Industry:

Listed below are some of the private business/industry that have been involved in affordable housing projects of various types:

Wisconsin Public Service - Have provided energy saving assistance to property owners ranging from furnaces and insulation, to energy audits and low interest loans.

Financial Institutions that have partnered in affordable housing opportunities:

- Associated Bank
- Bank One
- Bank Mutual
- US Bank
- Wells Fargo
- M&I Bank

Private Donors - Private donors have partnered with Habitat for Humanity and NeighborWorks® Green Bay in affordable housing opportunities.

Delivery System Strengths and Gaps

Within the public institutions, interrelationship exists between departments drawing upon expertise from various staff. The Redevelopment Authority, Green Bay Housing Authority, and Brown County Housing Authority are administered under one Executive Director with program implementation handled by shared staff. The Redevelopment Authority is responsible for much of the physical, brick-and-mortar type programs including acquisition, rehabilitation, and construction. The Housing Authorities administer programs including Section 8, Public Housing, elderly housing, etc.

The City has worked with various non-profit groups and private sector to improve the quality of life in Green Bay, and to make the City a viable urban community.

A major gap in delivery is the availability of funds to adequately meet the needs.

Public Housing

The Green Bay Housing Authority manages 203 public housing units. The Commissioners of the Green Bay Housing Authority are appointed by the Mayor and confirmed by the City Council. Management of the Mason Manor elderly housing project is handled through a cooperation agreement with the City of Green Bay, utilizing City hired staff. The administrator is located in City Hall with three on-site staff managing the day-to-day activities. Procurement activities are handled through the City. Management of the 50 units of scattered site public housing is handled under contract by Barron Rentals Inc. The City anticipates continued management on a contract basis. The Housing Authority prepares a five-year agency plan and an annual action plan. The City reviews the plan for consistency with the Consolidated Plan of the City of Green Bay.

The Housing Authority would be required to receive approval from the City of Green Bay to develop any additional public housing units. However, the Authority would not be required to receive approval of the City to take units out of service. The Authority deprogrammed three units to make three handicapped accessible units. Six units were converted to three. The Authority may consider deprogramming of units for homeownership opportunities.

Monitoring (91.230)

1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

3-5 Year Strategic Plan Monitoring response:

Redevelopment Authority staff will provide general management, oversight, and coordination of the programs, including analysis of actual performance to anticipated performance. Staff will conduct compliance and financial monitoring of subrecipients. Forms have been designed to conduct monitoring visits, outlining compliance issues to be verified. Accomplishment forms are submitted by agencies documenting benefit data. During monitoring, direct benefit public service activities are monitored for forms certifying income. Housing activities are monitored for actual documentation of income, including pay stubs, bank statements, etc.

The Department of Public Works and Parks, Recreation & Forestry will provide day-to-day monitoring of public works and park projects. The Economic Development Authority provides day-to-day monitoring of the economic development loan program. Redevelopment Authority staff monitors labor standards activities.

Affordable rental housing projects funded with HOME funds are monitored annually for tenant eligibility and unit inspections.

Redevelopment Authority staff takes part in various training opportunities to gain knowledge in program regulations.

Priority Needs Analysis and Strategies (91.215 (a))

1. Describe the basis for assigning the priority given to each category of priority needs.
2. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Needs Analysis and Strategies response:

1. High Priority: Low-income (0 to 30%, 31% to 50% and 51% to 80% of MFI)
"Elderly, Small Related, Large Related & All Other" - Existing Homeowners
(combined grouping)

A. Analysis

2000 Census data shows that the following owner households have housing related problems, 59% of other households, 47% of small family, 34% of large families, and 29% of elderly. They are 6.1 times more likely to experience housing problems than non-LMI households. The data shows that the housing problems are primarily due to cost burden. For owners, only 1% is for other housing problems identified as overcrowding and/or without plumbing and/or complete kitchen facilities. However, the local definition for substandard is a property with one or more local ordinance violations. A second round of exterior housing surveys was conducted in targeted neighborhoods in 2008. The survey concluded that 43% of the properties surveyed were substandard according to the local definition. Of the 43%, 3% were considered serious presenting a health and safety concern. The City will continue conducting exterior housing surveys of selected neighborhoods. Since many of the households in the selected neighborhoods are LMI and cost burdened, it will be important to have a rehabilitation program available to assist them in correcting substandard conditions.

B. Strategy Development - Investment Plan

Activities: The relationship between low-income (below 80% MFI) owner needs and poor housing conditions is quite evident. Rehabilitation assistance is needed to allow the present homeowners to make the sometimes costly repairs needed to assure their occupancy of housing free of problems.

Programs: The following programs and resources may be pursued over the next 5 years:

Rehabilitation

Federal:	HOME; Community Development Block Grant
State:	Weatherization program; WHEDA Loan Program
Local:	No programs anticipated
Private:	Matching bank loan funds for rehabilitation act

Target Date for Completion

Funds estimated for homeowner projects will be expended annually with completion within 5 years.

2. High Priority: Low-income (51% - 80% MFI) " Homebuyer Assistance" owners, with children and all others (combined grouping)

A. Analysis

Census data from 2000 indicates that the City of Green Bay has a 55.98% homeownership rate in comparison to 68.44% for the State of Wisconsin. CHAS data shows that 41.4 percent of low-income (less than 80% MFI) households are experiencing a housing cost burden. CHAS data shows that 76.4% of the rental households earning less than 30% MFI and 55% of those earning between 31% - 50% MFI have a housing cost burden in excess of 30%. As incomes increase, the number of households experiencing a cost burden over 30% of income drops significantly to 7.5% for renters. The potential for low-income tenants to afford to purchase and maintain their own home seems slim until incomes reach the 51 - 80% of median income.

However, the Section 8 Homeownership Option Program provides assistance to households less than 50% of median income for the purchase of a home.

According to CHAS data, the City of Green Bay has only 1% of its affordable housing units available for sale to LMI households. New construction of housing on infill lots where blighted housing was removed will be encouraged to increase the supply of affordable owner-occupied housing units.

B. Strategy Development - Investment Plan

Activities: Homebuyer assistance is beneficial to households that can afford not only to purchase but also maintain a house. Homeownership is strongly encouraged in our near downtown neighborhoods. Therefore, a high priority ranking has been selected for this type of program. Homebuyer assistance programs are encouraged to those households having the financial ability to manage housing costs.

Programs: The following programs and resources may be pursued in the coming 5 years:

Homebuyer Assistance

Federal:	HOME; Community Development Block Grant
State:	Housing Cost Reduction Initiative Program
Local:	No programs anticipated

Target Date for Completion

Funds estimated for these project activities are expected to be expended on an annual basis and completed within 5 years.

3. High Priority: Low-income (0 to 30%, 31 to 50% and 51 to 80% of MFI) "Elderly, Small Related, Large Related & All Other" renters (combined grouping)

A. Analysis

Census data shows that the following renter households are living in units with housing problems, 68% of large family, 53% of elderly, 47% of small family, and 44% of all other households. They are 5.7 times more likely to experience housing problems than non-LMI households. For renters, only 1.8% is for other housing problems identified as overcrowding and/or without plumbing and/or complete kitchen facilities. However, the local definition for substandard is a property with one or more local ordinance violations. A second round of exterior housing surveys was conducted in targeted neighborhoods in 2008. The survey concluded that 43% of the properties surveyed were substandard according to the local definition. Of the 43%, 3% were considered serious presenting a health and safety concern. The City will continue conducting exterior housing surveys of selected neighborhoods.

CHAS 2000 indicates a rental vacancy rate of 4.4% for housing affordable to LMI. There seems to be an adequate supply of available rental housing as indicated by the CHAS data. However, the CHAS groups the rental units as 3+ bedrooms. A search of apartments available with 4 or more bedrooms indicated that there were no affordable 4+ bedroom units for rent. This search was conducted on two different dates, about one month apart, through

the classifieds of the newspaper with the largest circulation in Brown County. A limited amount of new construction of affordable rental units with 4+ bedrooms is encouraged.

The 2000 CHAS data shows that 66% of renter households at or below 50% of MFI are cost burdened at greater than 30%. Rental assistance would help to reduce the cost burden on renters. The Brown Housing Authority has 988 households on the Section 8 waiting list. Approximately 66% of the households currently receiving assistance reside in the City of Green Bay.

B. Strategy Development - Investment Plan

Activities: Comparing the housing problems of the low-income households to the housing available shows a need to rehabilitate the existing housing stock. The older units tend to be more affordable and should be preserved through rehabilitation.

Units of all sizes need to be preserved to meet the needs of the elderly, small family and large family households presently occupying housing in need of repair.

Also needed is rental assistance for these households to make the housing affordable. This is especially true for the very low-income (less than 50% MFI).

Finally, elderly support services need to be sought by those agencies best equipped to administer them. Meals programs, visiting nurses, counseling, etc. are all needed services for some elderly if they are to be able to occupy affordable housing.

Low-income (below 80% MFI) elderly households have not only a housing need but often times, support facilities and services as well. Input from agencies serving the elderly indicated a need for support services such as meals programs, visiting nurses, etc. for elderly persons. Simply providing a housing unit is not always adequate to meet the needs of the elderly.

Programs: The following programs and resources may be pursued over the upcoming 5 years:

Rehabilitation

Federal:	HOME; Community Development Block Grant
State:	Weatherization program; WHEDA Loan Program
Local:	No programs anticipated Neighborhood Enhancement
Private:	Matching bank loan funds for rehabilitation activities

Rental Assistance

Federal:	HOME; Section 8 Vouchers; Moderate Rehab
State:	No programs anticipated
Local:	No programs anticipated
Private:	No programs anticipated

Support Facilities & Services

Federal:	HOME; Community Development Block Grant
State:	The City will support applications by agencies
Local:	Brown County Aging Resource Center
Private:	Options for Independent Living

Target Date for Completion

Funds estimated for these project activities are expected to be expanded on an annual basis and completed within 5 years.

4. High Priority: Chronically Homeless and Homeless families with children

A. Analysis

Point in time surveys is the basis for this determination. This priority is confirmed by the Brown County Homeless and Affordable Housing Coalition.

Programs that will assist in the prevention of individuals and families from becoming homeless include:

CDBG and HOME Rehabilitation Loan Programs - Provides deferred rehabilitation loans to low and moderate income homeowners making it possible for them to maintain their home.

Section 8 Voucher Program - Reduces housing costs for low-income renters to 30% of their income making rents affordable.

Additionally, the City will continue to work with the Brown County Homeless and Affordable Housing Coalition as well as other homeless serving agencies to monitor the need for transitional housing, outreach/assessment and emergency shelters and services.

5. High Priority: Non-Homeless Persons with Special Needs

A. Analysis

Information provided by a variety of agencies serving clients with special needs strongly and consistently noted the need for support housing to meet their clients housing needs.

Areas of special needs as stated in the needs section of this plan include chronically mentally ill, elderly chronically mentally ill, elderly developmentally disabled, elderly chronically chemically dependent, elderly women who are victims of abuse, Alzheimer's victims, non-elderly disabled, retarded adults and traumatic head injury persons.

Rehabilitation of existing units will be needed to help meet this objective. Retrofitting homes with handicap accessibility features, CBRF characteristics, etc. can help address some of these needs.

Because of the special physical and mental limitations of these people, existing housing can only meet a portion of the need. New construction may be necessary to provide the special housing environment required.

Special needs persons also experience problems with affording to continue to occupy housing because of their low-income status resulting from their disability. Agencies have stated that rental assistance allows some clients to live independently although disabled.

Special needs people often need support services and facilities. Agencies involved with the special needs clients see a great need for supportive services and facilities which give their clients the opportunity to live a more "normal" lifestyle.

B. Strategy Development - Investment Plan

Activities: As stated above, rehabilitation and some new construction will be needed to alleviate some of the housing shortage for the special needs persons. Rehabilitation will be the most cost effective method but cannot meet the needs of all special needs persons. Therefore, new construction of housing for special needs people is a high priority as well as rehabilitation.

Also needed is rental assistance for special needs persons which will provide them the opportunity to live somewhat independently yet affordably.

Programs: The following programs and resources may be pursued in the coming 5 years:

Rehabilitation

Federal:	HOME; Community Development Block Grant
State:	Weatherization program; WHEDA Loan Program
Local:	No programs anticipated
Private:	Matching bank loan funds for rehabilitation

Acquisition

Federal:	HOME; Community Development Block Grant
State:	No programs anticipated
Local:	No programs anticipated
Private:	Matching bank loan funds

New Construction

Federal:	HOME; Section 811; Section 202
State:	No programs anticipated
Local:	No programs anticipated
Private:	Matching bank loan funds for related project

Rental Assistance

Federal:	HOME; Section 8 Vouchers
State:	No programs anticipated
Local:	No programs anticipated
Private:	No programs anticipated

Support Facilities and Services

Federal:	The City will support applications by agencies
State:	The City will support applications by agencies
Local:	No programs anticipated

Private: Many non-profit agencies have been successful in raising resources for special needs clients (i.e. Options for Independent Living, United Way, United Cerebral Palsy, etc.)

Lead-based Paint (91.215 (g))

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.
2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

3-5 Year Strategic Plan Lead-based Paint response:

Below is a table which summarizes the estimated number of housing units affordable to extremely low-income, very low-income (VLI), and low-income (LI) owner and rental units, which were built prior to 1970. This data was obtained from the 2000 CHAS data. It is estimated that 75% of these units contain lead-based paint.

Rental Units

Age of Housing	ELI	W/LBP	VLI	W/LBP	LI	W/LBP
Pre-1970	1,649	1,237	5,609	4,207	1,197	898

Owner Units

Age of Housing	ELI	W/LBP	VLI	W/LBP	LI	W/LBP
Pre-1970			7,314	5,486	6,428	4,821

The Wisconsin Department of Health Services provides annual reports of Childhood Lead Poisoning Data from the local level. In 2007, 3679 children under the age of 6 were tested for lead poisoning. Of those tested, 32 children have been reported as having elevated blood levels of concern. If a child has a blood level of 15 mcg/dl or greater, the Health Department conducts a lead inspection and provides training to the homeowner on how to abate, remove and/or secure lead in their homes. If the child has a blood level of greater than or equal to 10 and up to -14 mcg/dl, the Health Department may provide a visual inspection and provide information to the homeowner on how to abate, remove, and/or secure lead in their homes. Older homes located within the central city are more likely to contain lead-based paint.

The City of Green Bay has adopted the presumption of lead in pre-1978 housing in the administration of rehabilitation programs. Therefore, lead-safe work practices are utilized in all rehabilitation projects, and work items with potential lead hazards are identified and receive standard treatments. All projects must pass a lead clearance test. The pamphlet, "Protect Your Family From Lead in Your Home" is distributed to all households participating in a rehabilitation project. The City of Green Bay has two lead certified investigators.

HOUSING

Housing Needs (91.205)

*Please also refer to the Housing Needs Table in the Needs.xls workbook

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, victims of domestic violence, families on the public housing and section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost-burden, substandard housing, and overcrowding (especially large families).
2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.

3-5 Year Strategic Plan Housing Needs response:

ELI households are 10.6 times more likely to have housing problems than non-LMI households. ELI homeowners are 11.3 times more likely to have housing problems. ELI rental occupants are 9.1 times as likely to have housing problems. Approximately 4,030 ELI households have housing problems.

VLI households are 7.3 times as likely to have housing problems, with homeowners at 6 times the non-LMI figure, and renters 7.1 times. Approximately 3,062 VLI households have housing problems.

LI household statistics are less severe but still constitute a problem area. They are 2.7 times as likely to have housing problems, with homeowners at 3.8 times the non-LMI figure, and renters 1.7 times. Approximately 1,817 LI households have housing problems.

Households with 80% or more of MFI are much less likely to experience housing problems. Approximately 1,553 households, or 7.4%.

18.4% of elderly homeowners have some type of housing problem as well as 44.7% of elderly renters. Large family renters have a significant percentage living in units with housing problems (66.4%).

Households most impacted by a housing cost burden and severe cost burden are households below 50% MFI. As income increases the cost burden decreases. 77% of ELI owners and renters are cost burdened and 52.3% have a severe cost burden. Respectively, VLI are cost burdened at 49.9% and 11%, and LI are cost burdened at

15.6% and 1.8%. Approximately 8,189 households are cost burdened.

Discussions with federally assisted housing facilities indicated the need for housing suitable for elderly disabled persons and adult family housing. Generally, most facilities are able to house applicants immediately, however, a few facilities have a substantially larger waiting list. Survey responses indicate a high priority for disabled housing centers. Service agencies identified housing needs for individuals with mental illness, physical disabilities, chemical dependencies, Alzheimer's victims, Traumatic Head Injury and abuse victims. Options for Independent Living stated that it received numerous housing related calls, requesting assistance where a family member is disabled.

The AIDS Resource Center of Wisconsin indicated that thirteen persons had a housing need and 87 had other supportive needs.

Barron Rentals manages 50 family public housing units for the Green Bay Housing Authority. Barron Rentals indicated that all 50 scattered site units are occupied, and there has not been a waiting list for the family units in the past year. Families are required to participate in community service; therefore, many of the families elect not to be put on the waiting list.

Brown County Housing Authority had active applicants of 988 on the Section 8 waiting list as of September 29, 2009. Approximately 66% of the households currently receiving assistance reside in the City of Green Bay.

Census 2000 data indicates that .2%, or 56 owner occupied units within the City of Green Bay are substandard, lacking complete kitchen and/or plumbing facilities. Renter units are 1.2% substandard for a total of 225 units. The local definition for substandard is a property with one or more local ordinance violations. An exterior housing survey was conducted in targeted neighborhoods starting in 1998, the survey indicated that 66.5% of the properties surveyed were substandard according to the local definition. Of the 66.5%, 8% were considered serious presenting a health and safety concern. A second round of exterior housing surveys was conducted in targeted neighborhoods in 2008. The survey concluded that 43% of the properties surveyed were substandard according to the local definition. Of the 43%, 3% were considered serious presenting a health and safety concern. The percentages from the second round of inspection surveys show an improvement from 1978, but still show a significant problem of the housing condition of properties within the target areas for rehabilitation.

According to Census 2000 data there are 1,732 overcrowded units in the City of Green Bay. Overcrowded units are much more prevalent for renters at 7.9% compared to owners at 1.2%. Due to limited availability of units with 4 or more bedrooms, it is most likely that larger families have a greater problem with overcrowding. This is also supported by the CHAS 2000 data that indicates large families have 44.1%, or 609 units with housing problems related to overcrowded or substandard units. Since Census data indicates small percentages pertaining to substandard units, it would indicate that the majority of the other housing problem for large families is overcrowding.

Based on CHAS 2000 and Census Data, the City of Green Bay does not have any race other than White that constitutes more than 10% of its population. Consequently, when reviewing underserved needs we grouped White and Non-White

to determine racial disparity. Racial disparity occurs within the non-white large family renter households for 0-30%, 30-50%, and 50-80% MFI categories. This disparity is primarily the result of overcrowding.

Priority Housing Needs (91.215 (b))

1. Identify the priority housing needs and activities in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.
2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.

Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Housing Needs response:

Homeownership

Census data indicates that the City of Green Bay has a 55.98% homeownership rate in comparison to 68.44% for the State of Wisconsin. It is a priority of the City of Green Bay to increase its homeownership rate to a level closer to the State.

Rehabilitation

Since the City has structurally sound housing units, rehabilitation is deemed to be a high priority activity. Assisting owners in a way that will help to prevent the decline of housing stock is important. The local definition for substandard is a property with one or more local ordinance violations. A second round of exterior housing surveys was conducted in targeted neighborhoods in 2008. The survey concluded that 43% of the properties surveyed were substandard according to the local definition. Of the 43%, 3% were considered serious presenting a health and safety concern. Since many of the households in the selected neighborhoods are LMI and cost burdened, it will be important to have a rehabilitation program available to assist them in correcting substandard conditions.

New Construction

Additionally, a high concern has been identified for new construction of infill lots or lots where blighted housing has been removed. Housing for households with a disabled family member have been raised as a concern and the City will encourage development of this housing. According to census data, the City of Green Bay has only 1.1% of its housing units available for sale affordable to LMI households, and a rental vacancy rate of 4.4% for housing affordable to LMI. A search of apartments

available with 4 or more bedrooms indicated that there were no affordable 4+ bedroom units for rent. This search was conducted on two different dates, about one month apart, through the classifieds of the newspaper with the largest circulation in Brown County.

Rental Assistance

Rental assistance has been identified as an important need because it reduces cost burden on low-income households and offers more choice in housing selection. The 2000 census data shows that 66% of renter households at or below 50% of MFI are cost burdened at greater than 30%. The Brown Housing Authority has 988 households on the Section 8 waiting list. Approximately 66% of the households currently receiving assistance reside in the City of Green Bay.

Housing Market Analysis (91.210)

*Please also refer to the Housing Market Analysis Table in the Needs.xls workbook

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families. Data on the housing market should include, to the extent information is available, an estimate of the number of vacant or abandoned buildings and whether units in these buildings are suitable for rehabilitation.
2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).
3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

3-5 Year Strategic Plan Housing Market Analysis responses:

Description of housing market (supply, condition, demand and cost of housing) and related adverse effects.

2000 Census statistics shows the following City-wide housing supply:

	Owner	Renter
1 Unit	21,689	3,679
2 Units	1,101	4,223
3-4 Units	84	2,273
5-9 Units	48	3,320
10-19 Units	16	1,947
20-49 Units	8	1,491
50 or more	17	1,296
Mobile Home	340	92
Boat, RV, Van	0	5
Total	23,303	18,326

Vacancy Rate 1% 4.6%

2000 CHAS data also show that 6% of all rental units and 3.2% of owner units have at least one housing condition relating to overcrowding and/or substandard. It is estimated that 99% of these units are suitable for rehabilitation. Those most severely impacted by these poor housing conditions are large family renters (44.1%) and large family homeowners (8.6%).

Housing affordable to LMI households (2000 CHAS):

	Owner	Renter
0 - 30%	0	16.3%
31-50%	35.5%	62.8%
51-80%	41.5%	20.1%

Current Market Conditions:

The nation-wide foreclosure crisis has impacted the Green Bay housing market significantly. There have been over 500 foreclosure fillings in Green Bay area within the last year. This trend does not appear to be subsiding as the number of foreclosures going to sheriff sale continues to increase. With hundreds of vacant foreclosures, Green Bay, like the rest of the country, has seen an increase in significantly deteriorating housing stock. Banks simply are unable to keep up with the regular maintenance that homes require.

Demand for housing is summarized as follows:

2000 Census data shows that 1732 units are overcrowded having more than one person per room. This would indicate a probable need for large family units having 3 or more bedrooms. This need was supported by searching advertisements for rental housing with 4+ bedrooms affordable to LMI.

Housing related agencies identified a variety of housing demands that exist and/or will exist:

- Homeless facilities
- A variety of non-homeless housing needs
- Housing for chronically mentally ill
- Small group residential facilities for developmentally disabled
- Renovation or new construction of units for households with a physically disabled member

Market conditions that have an adverse effect on producing rental housing, promoting new homeownership opportunities, alleviating overcrowding, and meeting the needs of underserved population groups, such as large families.

Producing rental units -

The vacancy rate for rental housing is (4.4%) as of the 2000 census. A housing vacancy survey for 2008 provided by the U.S. Census Bureau indicates an 8.2% rate for Wisconsin, indicating that vacancy rates are increasing. This would indicate that new rental housing production should be targeted for 4+ bedroom units to help alleviate overcrowding of large families.

Promoting new homeownership opportunities -

The vacancy rate for single-family housing is very low (1.1%) as of the 2000 census. A housing vacancy survey for 2003 provided by the U.S. Census Bureau indicates a .8% rate for Wisconsin, indicating that vacancy rates are still very low. This will keep housing sales prices steady to high and possibly not affordable to lower-income buyers. Information from the Realtors Association of Northeast Wisconsin show that the 2004 (first nine months) average sales price of a residential home in Green Bay is \$125,493.

Alleviating overcrowding and meeting the needs of underserved population groups -

The data identifies a lack of sufficient housing for large families and also overcrowded conditions in many units. Large family non-white population groups were identified as underserved in rental housing. Large-family units are too scarce, making it difficult to meet the needs. Whenever possible, an attempt is made to convert an illegally converted two-family structure back to a single-family structure with a larger number of bedrooms.

Specific Housing Objectives (91.215 (b))

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Strategic Plan Specific Housing Objectives response:

The housing priorities are described in the Priority Housing Needs (91.215 (b)) section of this plan.

Over the next five years the City has the following housing objectives:

- Increase the supply of quality, affordable housing units, using acquisition and rehabilitation, and a limited amount of new construction.
- Increase homeownership by promoting homeownership opportunities programs.
- Benefit lower-income families by the on-going implementation of rental assistance programs.
- Continue to maintain Public housing units at a quality level to avoid loss of units.
- Affordable housing efforts will include a lead-based paint hazard element to improve the safety of the City's housing stock.
- Rehabilitation and new construction projects for affordable housing will

include energy efficiency elements which will lower overall housing costs.

- Affordable housing rehabilitation, rental assistance, and other programs will be tailored to meet the needs of large families, elderly and persons with special needs. New construction of units with universal design will be considered for meeting the needs of persons with disabilities.
- Affordable housing programs will provide households living in overcrowded conditions the opportunity to find suitable units or to construct/rehabilitate existing units to meet their needs.
- Affordable housing programs will be designed in such a manner as to minimize displacement of households.
- Increased housing choices throughout the community, including within and outside areas of minority and low-income concentrations will be provided for by rental assistance vouchers.
- The City will work with agencies providing supportive service assistance to secure available funding for households with special needs.

Agencies providing programs and/or facilities for the homeless meeting the objectives of the Consolidated Plan will be supported by the City.

Housing Resources

A. Federal Programs

The following programs may be available to assist the City in carrying out affordable housing programs:

Acquisition:

- HOME Program
- Community Development Block Grant Program
- Section 108 Loan Guarantee Program
- Housing for the Elderly (Section 202)
- Supportive Housing Program
- Housing Opportunities for Persons with AIDS Program
- Self-Help Homeownership Opportunity Program (SHOP)

Rehabilitation:

- HOME Program
- Community Development Block Grant Program
- Section 108 Loan Guarantee
- Housing for the Elderly (Section 202)
- Supportive Housing Program
- Housing Opportunities for Persons with AIDS Program
- Healthy Homes and Lead Hazard Control Programs
- Public Housing Capital Fund Program

New Construction:

- HOME Program

- Community Development Block Grant Program
- Section 108 Loan Guarantee
- Housing for the Elderly (Section 202)
- Supportive Housing Program
- Housing Opportunities for Persons with AIDS Program

Homebuyer Assistance:

- HOME/
- Community Development Block Grant Program
- Section 8 Housing Choice Homeownership Program

Rental Assistance:

- HOME Program
- Shelter Plus Care Program
- Supportive Housing for Persons with Disabilities (Section 811)
- Section 8 Moderate Rehab Prog. for Single-Room Occupancy
- Housing for the Elderly (Section 202)
- Housing Opportunities for Persons with AIDS Program
- Section 8 Rental Voucher Program

Homeless Assistance:

- Community Development Block Grant Program
- Permanent Housing for Handicapped Homeless Persons
- Section 8 Rental Voucher Program
- Shelter Plus Care Program
- Supportive Services Only
- Transitional Housing Program

Homeless Prevention:

- HOME Program
- Community Development Block Grant Program
- Supportive Housing for Persons with Disabilities (Section 811)
- Supportive Housing for the Elderly (Section 202)
- Housing Opportunities for Persons with AIDS Program
- Section 8 Rental Voucher Program

B. Non-Federal Public

I. State Programs

The following programs are available to assist the City in carrying out affordable housing programs:

Acquisition:

- Wisconsin Housing and Economic Development Authority Below-market interest rate for home purchase
- Wisconsin Housing and Economic Development Authority Tax Credit Allocation Program

Rehabilitation:

- Wisconsin Housing and Economic Development Authority Low Interest Loan Program (Owners)
- Wisconsin Housing and Economic Development Authority Tax

Credit Allocation

New Construction:

- Wisconsin Housing and Economic Development Authority Tax Credit Allocation

Homebuyer Assistance:

- Housing Cost Reduction Initiative Program which provides down payment assistance for first-time homebuyers
- Wisconsin Housing and Economic Development Authority HOME Plus provides downpayment/closing costs

Rental Assistance:

- Housing Cost Reduction Initiative Program which provides rental and security deposit assistance

Homeless Assistance:

- Emergency Shelter Program to assist homeless serving agencies with operating costs, prevention activities, essential services, and rehabilitation.
- State Shelter Subsidy Grant Program to assist with up to 50% of an emergency shelter program's annual operating budget.

Homeless Prevention:

- Housing Cost Reduction Initiative Program which provides rental and security deposit assistance

II. Local Programs

The following funds may be available to assist the City in carrying out affordable housing programs:

Acquisition:

- The City of Green Bay has bonded for Neighborhood Enhancement Funds. These funds are used to acquire properties for reasons such as non-conforming use, dilapidated condition, and density issues. These sites may be made available for new home construction.

Rehabilitation:

- The City of Green Bay has bonded for Neighborhood Enhancement Funds. These funds are used to acquire properties for reasons such as non-conforming use, dilapidated condition, and density issues. These funds may be made available for rehabilitation of sound structures.

III. Private Resources

The following funds may be available to assist the City in carrying out affordable housing programs.

- a. For Profit

Acquisition:

- Local lenders have provided loans for affordable housing projects requiring private matching funds.

Rehabilitation:

- Local lenders have provided loans for affordable housing projects requiring private matching funds.

New Construction:

- Local lenders have provided loans for affordable housing projects requiring private matching funds.

Homebuyer Assistance:

- Local lenders have provided loans for affordable housing projects for first-time homebuyers.

Other than making donations to non-profit agencies providing housing assistance, not-for-profit resources have been identified for rental assistance, homeless assistance, or homeless prevention.

b. Non-Profit

Acquisition:

- Habitat for Humanity purchases lots and builds affordable owner occupied homes.

Rehabilitation:

- No resources have been identified at this time.

New Construction:

- Habitat for Humanity purchases lots and builds affordable owner occupied homes.

Homebuyer Assistance:

- Habitat for Humanity purchases lots and builds affordable owner occupied homes and provides a no interest loan to the new buyer.

Rental Assistance:

- No resources have been identified at this time.

Homeless Assistance:

- Numerous churches have purchased houses to be used for family shelters.

Homeless Prevention:

- No resources have been identified at this time.

The City of Green Bay has participated in a number of the programs summarized above. Federal programs include HOME, Community Development Block Grant, Neighborhood Enhancement Funds, Section 8

Rental Vouchers, Public Housing and Capital Fund Program. All projects were very successful and have assisted in addressing the affordable housing needs in the city.

Needs of Public Housing (91.210 (b))

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

3-5 Year Strategic Plan Needs of Public Housing response:

The Housing Authority of the City of Green Bay manages 153 elderly/disabled units and 50 family units. As of October 6, 2009, the elderly/disabled units had four persons on the waiting list and the family housing units do not have a waiting list.

The Housing Authority elderly/disabled and family units are maintained on a regular basis and continue to be in good shape. The Housing Authority receives funds under the Capital Fund Program for capital improvements and major repairs of the public housing units.

Privately owned housing projects provide subsidized housing units as follows:

- 805 elderly/disabled units
- 520 family housing units
- 14 disabled units

Most of the private elderly/disabled subsidized units did not have waiting lists. Most providers stated that they felt there was an adequate supply of elderly/disabled units available.

The year the structures were built varies with some being built back in the 1970's. On-going maintenance and repair will be required.

The Brown County Housing Authority administers the Section 8 Rental Choice Voucher Program. The following table shows the number of households on the program and the number on the waiting list.

Bedroom Size	Subsidized Units 10/6/09	Waiting List 10/6/09
Efficiency	11	0
1 Bedroom	873	381
2 Bedrooms	1334	302
3 Bedrooms	615	129
4 Bedrooms	75	28
5 Bedrooms	14	4
6 Bedrooms		
7 Bedrooms		
Not Indicated		92
TOTAL	2922	936

Expectations For Low Income Housing Units Being Lost

It is not expected to lose any low-income housing units due to expiration of agreements.

Public Housing Strategy (91.210)

1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.
2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))
3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g))

3-5 Year Strategic Plan Public Housing Strategy response:

The Green Bay Housing Authority has adopted a 5-year Plan with the following strategic goals.

- Expand the supply of assisted housing by reducing public housing vacancies
- Improve the quality of assisted housing through improved management and renovation or modernization of units
- Increase assisted housing choices by seeking resources to further housing opportunities for persons with disabilities

- Determine economic viability of vouchering out scattered site public housing units to exceed federal targeting requirements for families at or below 30% of MFI.

The Green Bay Housing Authority has appointed a resident of public housing to the Board of Commissioners allowing for management involvement. They have received and utilized funding from the Capital Fund Program for renovation and modernization of their public housing units improving the quality of living for the residents.

Brown County Housing Authority has adopted a 5-year plan with the following strategic goals:

- Expand the supply of assisted housing by leveraging private or public funds to create additional homeownership opportunities for housing choice voucher families
- Improve the quality of assisted housing through improved management
- Increase assisted housing choice through contacts to potential voucher landlords, and expand our Housing Choice Voucher Homeownership Program
- Provide an improved living environment by continuing efforts to implement measures aimed at deconcentration
- Promote self-sufficiency and asset development by increasing the number and percentage of employed persons, and by attracting supportive services to improve assistance recipients' employability
- Ensure equal opportunity and affirmatively further fair housing by undertaking affirmative measures to ensure access to assisted housing and to provide a suitable living environment regardless of race, color, religion, national origin, sex, familial status, and disability, and to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required

Barriers to Affordable Housing (91.210 (e) and 91.215 (f))

1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.
2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.

3-5 Year Strategic Plan Barriers to Affordable Housing response:

Relevant Public Policies

Description/Assessment

No public policies have been identified as being an obstruction for the provision of affordable housing. Summarized below are comments regarding a number of potential problem areas:

Local Tax Policies: The City taxes all property equally pursuant to state law. Taxes in the City are relatively low for a city of its size. (approximately \$22.85 per \$1,000 in value).

Land Use Controls & Zoning Ordinances: The City's zoning ordinance allows for all types of housing. Vacant land is available for multifamily, duplex, and single family new construction. The existing zoning ordinance contains less restrictive provisions for lot size requirements within older neighborhoods to allow in-fill of new lower cost housing. The City has rezoned over 6,000 parcels in near downtown neighborhoods to strengthen and stabilize the residential character of the neighborhoods. A problem has been identified with concentrations of CBRF-type facilities in the City as opposed to surrounding communities.

Building Codes and Enforcement: The City of Green Bay has adopted the State building codes for new construction. These codes have not been an obstacle for development of affordable housing in the City. The City operates on a less restrictive state code for rehabilitation of existing housing. Enforcement of building codes has not been an obstacle, but has in fact been a valuable tool for maintaining decent, safe and sanitary residential units. Deteriorating units are identified, and directed to be repaired to an occupiable state. Systematic inspections of near downtown neighborhoods have been implemented to encourage decent, safe and sanitary housing and to extend the useful life.

Fees and Charges: Building permit fees, subdivision charges, etc. are reasonable for a City the size of Green Bay. The City charges \$300 to avoid unreasonable rezoning requests. This figure was established based on a survey of similar sized city's fees. Green Bay has continued to charge reasonable and affordable fees, which do not present a barrier for affordable housing.

Court Orders and HUD Sanctions

No court orders, consent decrees or HUD sanctions that would affect the provision of assisted or fair housing remedies have been placed against the City of Green Bay.

Reduction of Barriers

As detailed above, no barriers have been identified as a result of public policies. Therefore, no strategies will be initiated to eliminate barriers at this time. Should barriers be identified in the future, strategies will be considered.

HOMELESS

Homeless Needs (91.205 (b) and 91.215 (c))

*Please also refer to the Homeless Needs Table in the Needs.xls workbook

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness and chronic homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.

3-5 Year Strategic Plan Homeless Needs response:

Homeless Needs

Inventory of Facilities and Services for the Homeless and Persons Threatened with Homelessness

The City of Green Bay has approximately 212 Emergency Shelter beds and 172 Transitional Housing according to the 2008 Continuum of Care Housing Inventory Chart found in this plan.

Homeless services include free meals and/or food, storage of personal belongings, transportation assistance, employment assistance, medical / health care services, counseling, case management, life-skills training, financial literacy/budget counseling, and educational programs. Brown County also provides the General Relief Program and services for those in need.

The following list includes the facilities providing day shelters and/or soup kitchens. Assistance is provided to both homeless and at risk families and individuals on less than an overnight basis.

- New Community Shelter
- The Salvation Army
- Victory Baptist Church
- Saint John the Evengelist Church

The Salvation Army has set up a voucher system. If persons are in need of food or shelter after business hours they may then seek temporary vouchers from the Crisis Center. Types of vouchers include: emergency shelter, rental assistance, food, clothing, household items, perishable items, diapers, utility bill assistance, new and used shoes, transportation, prescriptions when the shelter nurse is unable to

accommodate, and obtaining I.D. in special cases. All vouchers are limited in availability and those receiving them must be counseled prior to issuance. Nature and extent of social service programs for assisting the homeless.

Social Service programs include a variety of services which have been listed in a resources and referral "Places to Go" pamphlet (in English, Spanish, and Hmong) available through the Brown County Homeless and Housing Coalition and widely distributed throughout the local region. The pamphlet is included in Appendix C.

Nature and Extent of Homelessness

Needs of Sheltered and Unsheltered Homeless

The Brown County Homeless and Housing Coalition collects a monthly point-in-time count of sheltered families/individuals. In 2009, there are 350 people on average housed in emergency shelters or transitional housing shelters in the City of Green Bay. This represents a significant increase since 2004 when the average was slightly more than 200 people per night.

The Brown County Coalition is currently working on the development of a new data collection system that more accurately describes the number of homeless individuals and families in our community.

Priority Homeless Needs

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.
2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.

3-5 Year Strategic Plan Priority Homeless Needs response:

The Brown County Homeless and Housing Coalition and the Brown County United Way's Basic Needs and Self-Sufficiency Impact Council have identified emergency shelter and transitional housing, with support services, for homeless families with children as a priority need in our community.

Another priority need is the chronically homeless as identified in the Homeless Needs Table.

Homeless Inventory (91.210 (c))

The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.

3-5 Year Strategic Plan Homeless Inventory response:

See the 2008 Continuum of Care Housing Activity Chart included on next page.

CoC Housing Inventory and Unmet Needs

Emergency Shelter: Fundamental Components in CoC System – Housing Inventory Chart													
Provider Name	Facility Name *Place an asterisk after the facility name if it receives HUD McKinney-Vento dollars.	HMIS Part. Code	Number of Year-Round Beds in HMIS		Geo Code ☑	Target Pop		Year-Round			Total Year-Round Beds	Other Beds	
						A	B	Fam. Units	Fam. Beds	Indiv. Beds		Seas-onal	Overflow & Voucher
Current Inventory (Available for occupancy on or before Jan. 31, 2007)			Ind.	Fam.									
New Community Shelter	New Community Shelter Emergency *	PA 5134	94		559009	SMF				94	94		
Freedom House Ministries	Freedom House	PA 2358		48	559009	FC		16	48		48		3
Golden House	Golden House	DV			559009	M	DV	11	40		40		10
St. Vincent de Paul	House of Hope *	PA 7576		30	559009	FC		10	30		30		
The Salvation Army	Emergency Vouchers *	PA 7231			559009	M							120
Diocese of Green Bay	St. John the Evangelist Homeless Shelter*	PA 8380			559009	SMF						50	
SUBTOTALS:			94	78	SUBTOT. CURRENT INVENTORY:			37	118	94	212	50	133

Transitional Housing: Fundamental Components in CoC System – Housing Inventory Chart											
Provider Name	Facility Name *Place an asterisk after the facility name if it receives HUD McKinney-Vento dollars.	HMIS Part. Code	Number of Year-Round Beds in HMIS		Geo Code ☒	Target Pop		Year-Round			Total Year-Round Beds
						A	B	Family Units	Family Beds	Individ. Beds	
Current Inventory			Ind.	Fam.							
(Available for occupancy on or before Jan 31, 2007)											
Family Services of Northeast Wisconsin	Transitional Living Program *	PA 7750	27	5	559009	M		5	12	27	32
Forward Service Corporation	Transitional Housing	PA 7667		32	559009	M		16	32		32
New Community Shelter	New Community Shelter Transitional Living Program*	PA 7092	16		559009	SMF				16	16
St. Vincent de Paul	Doty/Webster Property	PA 7578	1	18	559009	FC	SMF	6	18	1	19
Lutheran Social Services	Diversion	D			559009	M				3	3
The Salvation Army	The Salvation Army Scattered	PA 7095		35	559009	FC		9	35		35
Oneida Housing Authority	Oneida Transitional Living Program	D			559009	FC		4	16		16
St. Vincent de Paul/Department of Corrections	Circles of Support	PA 8373	4		559009	SM				4	4
Brown County Human Services	TBRA Program	PA 8348	15		559009	SMF				15	15
SUBTOTALS:			63	90	SUBTOT. CURRENT INVENTORY:			40	113	66	172

Homeless Strategic Plan (91.215 (c))

1. Homelessness— Describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction's strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.
2. Chronic homelessness—Describe the jurisdiction's strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.
3. Homelessness Prevention—Describe the jurisdiction's strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.
4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.
5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include "policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons." The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

3-5 Year Homeless Strategic Plan response:

1. Homelessness Strategic Goals
 - Promote decent affordable housing
 - Improve efforts to coordinate services to homeless persons
 - Encourage accessible design features

Federal, State, Local and Private resources that may be available during the next 5-year period are listed in the Specific Housing Objectives section of this plan. Public and private agencies that may assist in furthering these strategic goals are listed in the Places to Go Pamphlet included in Appendix C.

2. The strategy is to increase the supply of decent, affordable permanent housing for the chronically homeless. Additionally, the City of Green Bay is considering implementation of the "Housing First Model" used to eliminate chronic homelessness.
3. Brown County Human Services employs two staff persons for outreach to individuals and families threatened with homelessness. They provide assistance and referral information for housing and services to help avoid homelessness.

One of the most rapidly growing shelter needs is for families with children. The number of families served by homeless shelter programs has increased creating a need for facilities suitable for family occupancy.

Strategy: Provide decent, affordable housing units to the lowest income segments of the community which will allow those households to concentrate on improving their financial situation.

Create jobs that are made available to low income persons.

Programs: CDBG; HOME; Section 8 Housing Choice Voucher Program; Section 8 Housing Choice Voucher Homeownership Program

Policies: Rehabilitation programs will emphasize benefits to the lowest income households.

The City will continue to pursue other resources to improve the housing conditions of lower income households. Matching private sector funding, state programs and non-profit commitments to housing will continue and attempts made to expand these contributions.

Job creation efforts of the Economic Development programs will be targeted to the lowest income households.

4. The Institutional Structure for the homelessness strategy can be found by reviewing the Places to Go Pamphlet included in Appendix C.
5. To ensure that persons returning to the community from mental and physical health institutions receive appropriate housing, the staff at Brown County Human Services Department (BCHSD) has developed discharge plans. The purpose of the plan is to help the person leaving the institution to find appropriate housing and other specific services they might need.

The Brown County CoC has extended an invitation to Brown County Jail personnel, requesting their attendance and participation at monthly meetings and in other CoC related activities.

In addition, a work group has been formed; which includes representatives from law enforcement, Brown County Jail, Crisis Center and BCHSD Mental Health Department; to address issues related to incarceration, law enforcement, mental health and crisis response. Release planning is also included in these

discussions. BCHSD also employs an individual who provides assessments to jail inmates and referrals to services, as needed.

Wisconsin Prison System/Corrections staff makes referrals to BCHSD's Outreach Program in an effort to prevent homelessness and disconnection with medical/psychiatric services that would otherwise lead to homelessness. BCHSD staff is actively involved in the local CoC and work very hard to ensure that patients discharged from the Brown County Mental Health Center are not discharged to the streets. A client's willingness to accept the service(s) offered is a determining factor in the success of these efforts

Emergency Shelter Grants (ESG)

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

3-5 Year Strategic Plan ESG response:

The City of Green Bay is not a state agency.

COMMUNITY DEVELOPMENT

Community Development (91.215 (e))

*Please also refer to the Community Development Table in the Needs.xls workbook

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), – i.e., public facilities, public improvements, public services and economic development.
2. Describe the basis for assigning the priority given to each category of priority needs.
3. Identify any obstacles to meeting underserved needs.
4. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

3-5 Year Strategic Plan Community Development response:

1. The City of Green Bay's priorities for non-housing community needs is identified in the Community Needs table.

2. A combination of survey results and professional input has led to setting of the priorities for this plan. Input was received from a number of sources as to priority non-housing community development needs. Included are discussions with personnel from the City Department of Public Works, Building Inspection Office and the Department of Parks, Recreation and Forestry. Items such as sidewalk replacement and reconstruction of alleys were identified by the Department of Public Works. The need to upgrade and renovate aging city park facilities was noted by the Park Department.

The City Council and the City's Redevelopment Authority have developed a number of plans for improving the central city, including tax incremental financing district plans and the Downtown Design Concept Plan. Implementation of activities in conformance with these plans is a high priority.

The City's Economic Development Authority has an economic development revolving loan program to assist in creating jobs and to be competitive with other communities in retaining Green Bay businesses as well as securing new firms. Creating unskilled jobs or jobs that provide training to unskilled that have a livable wage is desirable to meet the needs of the low-moderate income persons. Continuing this program is of importance to the stability of the local economy.

3. A major obstacle to meeting the needs of the underserved is a lack of funding.
4. Non-Housing Community Needs objectives:

Public Improvements

Develop a visually attractive city, encouraging aesthetic and visual amenities within the City. Provide equal access to the significant natural features and resources of the community. Improve public utilities and infrastructure. Preserve historically or architecturally significant buildings, sites, or areas.

Public Facilities

Provide and maintain community parks with recreation facilities to accommodate residents of all ages and physical disabilities within convenient walking distance. Provide a full range of public facilities within safe and easy to access residential areas.

Public Services

Provide service programs for stabilization and strengthening of neighborhoods and families. Due to funding limitations, support of non-profit agencies may be limited.

Economic Development

Encourage the retention and orderly expansion of existing industry and developing and maintaining an environment which is attractive to new business and industrial development. Creating jobs with a livable wage is a priority. Cooperation between private enterprise and the public in the planned redevelopment of deteriorated or under-utilized areas of the City.

Other Special Needs Populations

Increase supportive services to elderly, disabled, and other households with special needs.

Antipoverty Strategy (91.215 (h))

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.
2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

3-5 Year Strategic Plan Antipoverty Strategy response:

The potential for a significant impact on reducing the number of households living in poverty through housing programs is limited. Social, economic, political and other environmental influences need be addressed for substantial success. Improving the housing environment as provided in this plan will be a small part of addressing the poverty issue.

The following goals, programs, and policies have been established to guide the City to assist in reducing the number of households with incomes below the poverty line through its affordable housing initiatives.

Goal: Provide decent, affordable housing units to the lowest income segments of the community which will allow those households to concentrate on improving their financial situation.

Programs: Rental and owner-occupied rehabilitation programs including CDBG and HOME. These programs allow owners to continue to occupy their homes by providing an affordable means to repair their house and provide choice of affordable rental units. Both programs give emphasis to benefits to very low-income households.

Rental assistance through the Section 8 and HOME programs reduces the housing cost burden to the client and provides the household location choices which may benefit them through improved proximity to employment opportunities.

Policies: Rehabilitation programs will emphasize benefits to the lowest income households.

Low-income deconcentration through the use of Section 8 will be promoted to provide households more choice in housing location. Rental assistance programs will follow local

preferences and maximize the benefit to the lowest income households.

The City will coordinate its anti-poverty housing strategy with other programs and services by continuing to communicate with them. Wisconsin Public Service, Integrated Community Solutions, Mutual Housing Association of Brown County, Entrepreneurs of Color Council, and NeighborWorks® Green Bay have been informed as to City programs and how they can relate to their programs to maximize the benefits to those families in poverty. This communication will continue.

The City will continue to pursue other resources to improve the housing conditions of lower income households. Matching private sector funding, state programs and non-profit commitments to housing will continue and attempts made to expand these contributions.

Job creation efforts of the Economic Development programs will be targeted to the lowest income households. Coordinating Downtown Redevelopment efforts with the revolving loan fund program and the State's development zone tax credit program will be promoted to again maximize benefits to low-income households.

The Redevelopment and Housing Authority's are the administering bodies for the City housing programs. The Brown County Housing Authority provides programs within the City also. All three authorities are located within the same department and therefore communication and coordination are continuous.

The Authorities' staff is in continuous contact with the County Health and City Building Inspection Departments which is valuable in the successful implementation of housing programs.

The City will continue to work closely with the housing related agencies such as NeighborWorks Green Bay, Integrated Community Services and Mutual Housing Association of Brown County as they implement sub-grants for the City.

Communications will continue with other housing related agencies through city staff attending relevant meetings and sitting on boards of directors.

Low Income Housing Tax Credit (LIHTC) Coordination (91.315 (k))

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.

3-5 Year Strategic Plan LIHTC Coordination response:

The City of Green Bay is not a state agency.

NON-HOMELESS SPECIAL NEEDS

Specific Special Needs Objectives (91.215)

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Non-homeless Special Needs Analysis response:

Over the next five years the City of Green Bay has developed the following objectives for non-homeless special needs:

- Affordable housing rehabilitation will be tailored to meet the needs of elderly and persons with special needs. New construction of units with universal design will be considered for meeting the needs of persons with disabilities
- The City will work with agencies providing supportive service assistance to secure available funding for households with special needs.

The City of Green Bay will consider supporting applications by agencies. The following resources may be available for these needs.

Non-Homeless Special Needs

- Federal: HOME; CDBG; Section 811 Supportive Housing for Persons with Disabilities; Section 202 Supportive Housing for the Elderly
- State: The City will consider supporting applications by agencies
- Local: No programs anticipated
- Private: Many non-profit agencies have been successful in raising resources for special needs clients (i.e. United Way, United Cerebral Palsy, Options for Independent Living, etc.)

Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)

*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, victims of domestic violence, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the Non-Homeless Special Needs Table (formerly

Table 1B) of their Consolidated Plan to help identify these needs.

*Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.

2. Identify the priority housing and supportive service needs of persons who are not homeless but may or may not require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.
3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.
5. To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.
6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

3-5 Year Non-homeless Special Needs Analysis response:

High Priority

Listed below are the facilities and services that assist persons who are not homeless but have special needs:

Elderly or Disabled:

Mason Manor	153 units
Badger Terrace	120 units
Fort Howard Apartments	96 units
Meadows North	75 units
400 Monroe Plaza	197 units
Port Plaza Towers	147 units
Villa West	170 units
West Bridge Apartments	<u>18 units</u>
TOTAL	976 units

Physically Disabled:

Mir-Mar Apartments	14 units
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Frail Elderly, Elderly and Persons with Disabilities

Community Based Residential Facilities:

Baird Home	20 beds
Bishops Court by Hillcrest	50 beds
Bornemann	40 beds
Care For All Ages (Norwood)	30 beds

Cardinal Ridge Residential	26 beds
Carrington Manor	20 beds
Century Ridge I & II	40 beds
Grancare Gardens	16 beds
Hampton Manor	8 beds
Harbor House	19 beds
Harmony of Green Bay	30 beds
KindredHearts	15 beds
Marla Vista	60 beds
McCormick Home	72 beds
Woodside Manor I, II, III	<u>98 beds</u>
Total	544 beds

Adult Family Homes:

Beechtree	4 beds
Beyond Abilities	8 beds
Brenner Place	4 beds
BrookHaven Home	4 beds
CBIS Parkview	4 beds
Clarity Care Cardinal	4 beds
Clarity Care Manette	4 beds
Cornerstone Adult Family	4 beds
Empowerment Options	4 beds
Forest Glen	4 beds
Glen Creek Adult Family Home	4 beds
Gonzalez	3 beds
Graceland	4 beds
Green Isle Home	4 beds
Greener Acres	4 beds
Hannah Street Adult Family	4 beds
Heavens Hands Life Center	4 beds
Hil Clayton Place	3 beds
Hil Glenhaven	4 beds
Hil Lyndon	3 beds
Hil shade Tree	4 beds
Holman Servais	4 beds
Ils Oakhill Home	4 beds
Jordan Pointe AFH	4 beds
LaFrank AFH	4 beds
LaSalle House	4 beds
Lynwood Home	4 beds
Mirage Pointe AFH	4 beds
Nemetz	4 beds
New Hope	4 beds
Newberry Hill	4 beds
Northern Avenue Home	4 beds
Ontario Home	4 beds
Ontario II	4 beds
Our Family Home	4 beds
Pantzlaff AFH	4 beds
Platten Street	4 beds

REM WI II - Glory	4 beds
REM WI II Inc Division	4 beds
REM WI II-Skyline	4 beds
Sanctuary AFH	4 beds
Sandia AFH	4 beds
Superior Road	4 beds
Swamp Road	4 beds
Victoria Home	4 beds
Whittington	4 beds
Windsor Home	4 beds
Weyenberg	<u>4 beds</u>
Total	193 beds

Skilled Nursing Facilities:

Santa Maria	50 beds
Bornemann	127 beds
ManorCare	184 beds
GranCare	75 beds
Brown County Health Care	80 beds
Golden Living Center	125 beds
Parkview Manor	136 beds
San Luis Medical	<u>133 beds</u>
Total	910 beds

Service programs for addressing the needs of populations in supportive housing are coordinated through case managers at Brown County Human Services. When clients are housed in private facilities such as group homes or adult family homes, they are provided with a contracted counselor or supportive services.

To ensure that persons returning to the community from mental and physical health institutions receive appropriate housing, the staff at Brown County Human Services has developed discharge plans. The purpose of the plan is to help the person leaving the institution to find appropriate housing and other specific services they might need.

Needs Assessment

Brown County Human Services, Options for Independent Living, Brown County Curative Rehabilitation, AIDS Resource Center, and Green Bay Housing Authority are some of the agencies contacted to determine needs.

Elderly

The Federally assisted elderly/disabled housing managers were contacted. Most providers stated that they did not have a waiting list and there was not a need for additional assisted units. There were three sites that did have waiting lists totaling 45 applicants. Most agencies stated a need for supportive services.

Physically Disabled

Options for Independent Living stated they receive frequent phone calls from clients with housing needs in regard to modification of existing units or purchase. Options for Independent Living staff feels there is still a large need on our older housing stock to improve accessibility.

Housing Opportunities for People with AIDS (HOPWA)

*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless but require supportive housing, such as efforts to prevent low-income individuals and families from becoming homeless and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.
2. The Plan must establish annual HOPWA output goals for the planned number of households to be assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. The plan can also describe the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be used in connection with an assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.
3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation).
4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.
5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.
6. The Plan includes the certifications relevant to the HOPWA Program.

3-5 Year Strategic Plan HOPWA response:

City of Green Bay does not administer HOPWA funding.

Specific HOPWA Objectives

1. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Specific HOPWA Objectives response:

City of Green Bay does not administer HOPWA funding.

OTHER NARRATIVE

Include any Strategic Plan information that was not covered by a narrative in any other section.