



**CITY OF
WACO**

CONSOLIDATED

ANNUAL PERFORMANCE & EVALUATION REPORT



PROGRAM YEAR
2014

Program Year 2014 CAPER



DRAFT VERSION

City of Waco, Texas

Program Year 2014 CAPER

For Public Review November 12th to November 30th, 2015

The Consolidated Annual Performance and Evaluation Report (CAPER) includes Narrative Responses to CAPER questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

Executive Summary – 24 CFR 92.200(c), 91.220(b)

Introduction

This Program Year (PY) 2014 CAPER covers Year One of the City's 5-Year Consolidated Plan. The City of Waco's Program Years begin on October 1 and end the following September 30. The City focused its CDBG and HOME entitlement funds towards improving the quality of life in City neighborhoods for extremely low, low, and moderate income households – those households with incomes at or below 80% of the area median income -- and to preserve and increase the stock of affordable owner housing units.

HOME and CDBG activities below have been separated into broad categories addressing priority needs identified in the body of the 5-Year Consolidated Plan. The priority needs were determined based on the results of resident surveys; stakeholder interviews; discussions with subrecipients; and secondary data from HUD, the Census Bureau and other HUD-approved sites.

- **Decent Housing:** The City undertook several activities with the purpose of meeting individual, family, or community housing needs.
 - Development of Affordable Housing: Utilized local Community Housing Development Organizations (CHDOs) and nonprofit organizations to provide financial and technical assistance in developing housing for extremely low, very low, and low income homebuyers.
 - Assisted with the development (new construction or renovation) of new housing units, including homes to be built or rehabilitated in partnership with Waco Community Development Corporation, NeighborWorks of Waco, and Waco Habitat for Humanity.
 - Rehabilitation/Reconstructions of Existing Housing Stock: Promoted the rehabilitation /reconstruction and preservation of Waco's existing housing stock through the owner-occupied rehabilitation/reconstruction loan program and code enforcement activities.
 - Assisted with the rehabilitation/reconstruction of owner-occupied homes in the City of Waco through the CDBG Rehabilitation/Reconstruction Loan Program and the HOME Rehabilitation/Reconstruction Loan Program.

- Homeownership Opportunities: Expanded homeownership opportunities to very low and low income individuals and households.
 - Assisted with down payment and closing cost assistance to households through the Down Payment and Closing Cost Assistance Program, the Individual Development Accounts (IDA) Program, and the Down Payment Delivery Program.
- Tenant Based Rental Assistance: Provided tenant based rental assistance to low-income households with household members who are domestic violence victims, mentally ill or have intellectual disabilities to prevent homelessness and assist them in reaching recovery.
- **Suitable Living Environment**: The City partially or fully funded several activities that benefited the community by improving the living environment:
 - Code Enforcement activities that include the inspection of properties within CDBG Target Areas
 - Therapeutic childcare and other services that will serve children
 - Summer enrichment and educational programs for youth
 - Emergency and transitional shelter programs for homeless persons
 - Improvements to City parks in CDBG Target Areas
 - Improvements to infrastructure in CDBG Target Areas
 - Improvements to homeless facilities and other facilities for special needs populations
 - Other social services resulting from successful applications by public service agencies
- **Economic Opportunity**: The City undertook one activity that expands economic opportunity for low and moderate-income persons by funding job training programs for low- to moderate-income persons, including homeless persons.
- **Homeless Activities**: Worked with local nonprofit organizations and social service agencies to explore the feasibility of establishing additional transitional housing, rapid re-housing and/or permanent supportive housing facilities in the City and providing funding for existing programs:
 - Operating costs for emergency and transitional shelters and permanent housing programs for homeless persons or families
 - Permanent supportive housing for homeless persons
 - Tenant-based rental assistance for homeless, formerly homeless and at-risk persons
 - Homeless Management Information System (HMIS) serving all of Waco's homeless persons and others accessing HMIS member agencies

Key accomplishments include:

- The reconstruction of 2 owner-occupied homes,
- 16,901 inspections for code-compliance,
- Job training for 19 unemployed persons,
- Childcare or summer enrichment classes for 60 youth,
- Transitional or emergency housing for 710 homeless persons,
- Down payment assistance for 14 new homeowners,
- The development of 11 new single family homes, and
- Provided rental assistance for 45 families and individuals.
- Facility Improvements to a Domestic Violence Shelter and
- Park improvements

CR-05 - Goals and Outcomes

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

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

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

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

Goal	Category	Funding		Outcome				
Adult Education & Job Training	Non-Housing Community Development	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		CDBG	\$18,634.00					
CHDO Activities	Affordable Housing	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		HOME	\$253,324.00					
Children services	Non-Housing Community Development	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		CDBG	\$62,883.00					

Code Enforcement	Non-Housing Community Development	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		CDBG	\$337,762.00	Housing Code Enforcement/Foreclosed Property Care	12,000	16,901	Household Housing Unit	140.84%
Domestic Violence Shelter	Non-Housing Community Development	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		CDBG	\$34,211.00	Homeless Person Overnight Shelter	400	422	Persons Assisted	105.5%
Downpayment/closing cost assistance	Affordable Housing	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		CDBG	\$60,000.00	Direct Financial Assistance to Homebuyers, IDA & Housing Counseling	12	12	Households Assisted	100%
HOME	\$34,000.00							
HMIS	Homeless	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		CDBG	\$27,236.00	Other	20,000	23,706	Other	118.5%
Homeless Shelter & Transitional Housing	Homeless	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		CDBG	\$49,344.00	Homeless Person Overnight Shelter	600	710	Persons Assisted	118.3%

Housing Rehabilitation/Reconstruction	Affordable Housing	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		CDBG	\$8,479.00	Homeowner Housing Rehabilitated	3	2	Household Housing Unit	66.7%
		HOME	\$128,444.00					
Park Improvements	Non-Housing Community Development	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		CDBG	\$115,169.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	6,945	6,945	Persons Assisted	100%
Tenant-based Rental Assistance	Affordable Housing	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		HOME	\$101,966.00	Tenant-based rental assistance / Rapid Rehousing	11	45	Households Assisted	409%
Youth Services	Non-Housing Community Development	Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
		CDBG	\$35,999.00	Public service activities other than Low/Moderate Income Housing Benefit	59	60	Persons Assisted	101.6%

Table 2 - Accomplishments - Strategic Plan to Date

Goal	Category	Funding	Outcome				
Adult Education & Job Training	Non-Housing Community Development		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Public service activities other than Low/Moderate Income Housing Benefit	50	19	Persons Assisted	38%
			Jobs created/retained	50	19	Jobs	38%
CHDO Activities	Affordable Housing		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Homeowner Housing Added	25	11	Household Housing Unit	44%
Children services	Non-Housing Community Development		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Public service activities other than Low/Moderate Income Housing Benefit	300	122	Persons Assisted	41%
Code Enforcement	Non-Housing Community Development		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Housing Code Enforcement/Foreclosed Property Care	60,000	16,901	Household Housing Unit	28%

Domestic Violence Shelter	Non-Housing Community Development		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Homeless Person Overnight Shelter	2,000	422	Persons Assisted	21%
Downpayment/closing cost assistance	Affordable Housing		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Direct Financial Assistance to Homebuyers	50	12	Households Assisted	24%
HMIS	Homeless		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Public service activities other than Low/Moderate Income Housing Benefit	80,000	23,706	Persons Assisted	30%
			Other	0	0	Other	0%
Homeless Shelter & Transitional Housing	Homeless		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Homeless Person Overnight Shelter	2,832	710	Persons Assisted	25%
Housing Rehabilitation/Reconstruction	Affordable Housing		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Homeowner Housing Rehabilitated	15	2	Household Housing Unit	13%

Park Improvements	Non-Housing Community Development		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	15,000	6,945	Persons Assisted	46%
Tenant-based Rental Assistance	Affordable Housing		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Tenant-based rental assistance / Rapid Rehousing	45	45	Households Assisted	100%
Youth Services	Non-Housing Community Development		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Public service activities other than Low/Moderate Income Housing Benefit	240	60	Persons Assisted	25%

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

Activities undertaken during the First year of the City's five year time line have the City achieving goals and objectives established in its 2014-2018 Five-Year Consolidated Plan.

These goals and objectives include:

- Preservation and rehabilitation of existing single family homes, primarily for very low, low-mod income families, the elderly and handicapped;
- Increased opportunities for low and moderate income homeownership, particularly for first time homebuyers, through the development of new homes and assistance with available housing stock;
- Continuation of emergency shelter, transitional housing and supportive services to the City's homeless population to return families and individuals to independent living in permanent housing;
- Improvement of access and ensuring equitable access to housing resources for persons with special needs;
- Preservation, provision and improvement of social and health services and accessibility to these services to the elderly, youth and families/persons with special needs;
- Expansion of access to economic opportunities for low, low-mod income residents;
- and Improvement of parks and reconstruction of sidewalks within the low-income areas of the City.

Activities included in the PY2014 CAPER addressed objectives and areas of high priority by responding to the needs expressed during past through the Citizen Participation Process which relate to the objectives and areas of high priority identified in the 2014-2018 Five-Year Consolidated Plan.

Citizens, as well as public service agencies, City officials, and City staff have worked together in assessing activities to strengthen commitments in reaching established goals and improving the overall performance in carrying out these goals.

Public Service Programs have provided assistance to the City's youth, neighborhood organizations, and children. One program provided at-risk youth constructive outlets for stress to better equip them for becoming contributing members of the community through summer programs. The program generally entails extensive mentoring, tutoring, and post-award tracking.

In Program Year 2014, the City completed public facility improvements at the Family Abuse Center and Seley Park.

Housing was addressed through:

- the City's housing rehabilitation assisting homebuyers;
- assistance to non-profits working with homebuyers;
- continuation of the Tenant-Based Rental Assistance Program with the Family Abuse Center of Waco;
- began the first year of Tenant-Based Rental Assistance with the Heart of Texas Region Mental Health Mental Retardation Center and;
- permanent housing provided by the City of Waco's Community Housing Development Organizations (CHDO's),
 - NeighborWorks Waco,
 - Waco Community Development Corporation, and
 - Waco Habitat for Humanity.

The Tenant-Based Rental Assistance Program administered by the Family Abuse Center of Waco and Heart of Texas Region Mental Health Mental Retardation Center provided assistance to low-mod families for rental and security deposits.

The rehabilitation loan program assisted low-income persons by preserving and extending the life of their homes or by building new homes to replace old housing stock and provides an increased tax base for the City.

The City continued to support an Individual Development Account program, which provides matching funds for homebuyers who meet savings goals and complete financial literacy classes.

The City has an Infill Development Program, Demolition Grant Program, and Interim Construction Program that provides contractors incentives to build in the inner City.

Homeless issues continue to be addressed through the City's support of emergency shelter and transitional housing initiatives. The focus is on supportive services and job training programs for homeless persons who seek assistance at one of our local shelters.

Support services programs assisted the homeless and at-risk homeless in assessing needs and objectives to return to independent living.

The 2014 Continuum of Care (CoC) grant, to be completed on October 30, 2015 will see five (5) agencies going after a total of \$1,105,311 awarded in grant monies.

Agencies applying for renewals are:

- Compassion Ministries
- Family Abuse Center
- Mission Waco
- Heart of Texas Regional Mental Health Mental Retardation Center
- Heart of Texas Homeless Management Information System

Renewal Amount- \$894,285
Reallocation Amount-\$194,706
CoC Planning Amount-\$16,320
TOTAL CoC REQUEST-\$1,105,311

Accomplishments related to homeless issues include the invitation to join the United States Interagency Council on Homelessness USICH and HUD to talk about Waco's involvement in successfully using HMIS in our Waco Independent School District. According to the USICH, Waco and the Waco Independent School District is one of the first in the nation to do this successfully.

Because of this successful partnership we have participated in the Texas Homeless Network Conference, The Bowman System collaborate conference in San Diego and also traveled to Washington D.C to the National Alliance to End Chronic Homelessness.

As a result of working so closely with our school district and expanding HMIS, we discovered most of these students and their families are already in the HMIS system due to participation with other social service programs. With almost ten percent (10%) of WISD student population meeting the definition of McKinney Vento Homeless, our community is working to raise funds for THE COVE: a safe refuge from the storms of life (providing Care, Opportunity, Value and Empowerment) to unaccompanied youth in Waco. This would be a safe environment for students, before and after school, who find themselves couch surfing on any given night. This would not be a shelter, but rather a place to do laundry, eat a meal, do homework, see a counselor and get a shower. Host homes will be step two in this process and is currently being evaluated.

A steering committee has been selected and is currently working on researching and funding THE COVE. This collaboration will not be overseen by WISD but rather by a separate 501c3. Valuable data has been collected and is verifying what we felt all along. The only way to help is if you know the challenges families face and what better way to calculate those than working with Homeless Outreach Liaisons to once again demonstrate that the 10 year plan is working and expands and ever changes to meet the needs of the homeless in the community.

During the January 2015 Point-In-Time count, we joined the efforts of the nationwide campaign of 100,000 homes, locally referred to as "Almost Home" as an expanded measure of our 10 year Plan. Our Mayor also signed up as one of the first three (3) in Texas to commit to ending Veteran Homelessness in our community. Since that time over 15 new veterans have been housed, 10 of whom met the definition of Chronic Homeless. For the first time, a working list of the most vulnerable living on our streets has been embraced by local agencies and community to work on a priority needs basis. These ongoing efforts demonstrate the goal of the community groups to end chronic homelessness in Waco is being met.

The Mayor's Homelessness Implementation Steering Committee meetings for the City's Plan, "Opening Doors and Unlocking Potential" to end chronic homelessness has been fully implemented since the beginning of 2013 and was approved by the Waco City Council in 2015.

The City continues to move forward with its commitment to the 10-year plan, as well as with their proactive approach of employing not only a full time administrator to oversee this effort; but also as the grantee to the Homeless Management Information Systems.

With the help of the CoC committee and the Heart of Texas Homeless Coalition, working collaborations such as WISD, area agencies, businesses and Proper Waco, this document ever expands where needed and deducts those accomplishments made to meet the need of this community.

Intern Program:

Since 2005, the City of Waco Housing and Economic Development Services Department (H&ED) has been partnering with several schools of higher education. Baylor University, Texas State Technical College and McLennan Community College (MCC), Tarleton State University and Mary Harden Baylor have often, and with great success, provided research, planning, and studies that have given this small department some big city advantages.

These students are given important projects that not only provide them with real life experiences but also provide needed information and practical applications that we find have been useful to our community over the past 11 years. Last year, students from area Universities and Colleges provided ongoing classroom research that has led to new collaborations to find desperately needed family housing that currently is non-HUD funded, as well as, looking at the cost of unaccompanied youth on the streets of Waco, Texas. Four (4) worked in our offices and completed their internships and graduated.

This year we have four (4) students currently working on internships in our offices. These students attend city council meetings, connect the homeless to services, work on our annual Point and Time Count and get their choice of any number of projects in need of having someone fill the gap. H&ED would not be able to accomplish tasks and goals in a timely manner, helping the clientele they serve, if it were not for the monetary and manpower resources these students and the faculty overseeing them provide. These partnerships have greatly impacted our community and the City Department.

Raise The Roof:

The H&ED partnered with Waco Habitat for Humanity (WHH) in 1999 to have City staff actually build Habitat homes each year. The H& CD provides all the food, volunteers and much of the financial support to build 1 home each year. The City staff builds these houses in a one week blitz. The City manager allows employees 8 hours that week to work on the Habitat house.

Since 1999, the City staff has built 15 quality Habitat homes.

Describe the manner in which the recipient would change its program as a result of its experiences.

We are investigating a third manner in which we would change our program by moving our homebuyers' assistance program from HOME to CDBG. This will not only result in more HOME funds available for new construction and reconstructions but will allow a better division of housing activities between the two grants. Investigation into this potential opportunity will continue

Affirmatively Furthering Fair Housing:

a. Provide a summary of impediments to fair housing choice.

b. Identify actions taken to overcome effects of impediments identified.

Affirmatively Furthering Fair Housing

The City of Waco continuously updates its website, adding helpful links to fair housing information. The City continues, as part of its goals, to assure all individuals the right to safe, decent and sanitary housing, and to undertake fair housing planning through taking necessary actions to overcome.

The principal impediment to fair housing found through the analysis for Waco is economic in nature. Housing alternatives and opportunities remain extremely limited for low and very low-income families and individuals.

In almost every case, increasing income will require skills and job training, employment opportunities and reasonable expectations for increased compensation or opportunity as skills and performance rise.

Family composition forms a secondary impediment. The current trend toward small, single parent/single person households is self-limiting, denying the household the economic and support benefits of life in a larger extended family.

Principal actions to lessen impediments are to

- collect and analyze data;
- seek or develop a simple basic educational vehicle, which describes the concepts and goals of fair housing programs and efforts; and
- make these tools available to private sector employers with housing involvement, other local agencies, and entities as well as to the general public.

Fair Housing Activities:

Efforts are ongoing toward educating public employees, private citizens, lending institutions, realtors and other entities dealing with the public on housing issues.

The City has determined that they should seek or develop a simple, basic educational vehicle, which describes the concepts, goals, and regulatory requirements of Fair Housing.

The City has instituted the use of both English and Spanish brochures that are distributed throughout the City. The brochures contain information as to the appropriate location for obtaining information or making complaints involving fair housing matters.

The City also posted general Fair Housing information on the City's webpage. Although not specified as an impediment, the City has also improved its process for complaint intake and staff follow-up when a discrimination case is filed, and has increased education regarding Affirmatively Furthering Fair Housing to professionals in the field.

The Director of Housing and Economic Development Services is the Fair Housing Administrator and has the responsibility of implementing the City's Fair Housing Ordinance by investigating complaints.

Staff has also been available to speak at public service engagements and civic gatherings to promote our housing and grant programs to the community and provide information concerning fair housing.

Staff made presentations that included grant and program information with fair housing information during the year to

- several social service agencies' staff and clients,
- the Housing Coalition,
- Heart of Texas Homeless Coalition,
- Heart of Texas Housing Finance Corporation, and
- Texas Homeless Network.

The City's experience in initiating Fair Housing activities has been primarily that of education. Staff has continued to market housing programs to all persons of the community.

The goal has been to utilize various aspects of advertising to help persons become better informed on Community Development activities. The City of Waco has a Fair Housing Ordinance, which supports the administration and enforcement of state fair housing laws providing for fair housing consistent with the federal fair housing law.

Housing and Economic Development Services actively shares information with

- local realtors,
- bankers, and
- other housing providers on fair housing choices.

Proposed actions to overcome impediments under Fair Housing Activities include:

- strict adherence to the existing Ordinance,
- continued sponsorship of Fair Housing Activities through educational forums,
- attendance to fair housing training provided and sponsored by the United States Department of Housing and Urban Development (HUD),
- providing more education and information to all persons, and
- working closely with organizations focusing on fair housing.

The department continues to provide education to local agencies and their clientele regarding tenant rights and responsibilities. The six different tenant education brochures that were developed in PY 2011 are still utilized along with the 10 minute educational video.

The brochures and DVDs are distributed to agencies and passed out at various public events including the LIFT (Low Income Families in Transition) workshops. LIFT workshops are usually attended by 150-300 individuals and occur twice a year.

www.WacoHousingSearch.org utilizes user-friendly housing search capabilities and contains useful information including tenant education brochures, rental affordability calculators and links to other helpful sites. Funding for website hosting was provided by the City of Waco and community partners.

Fair Housing Complaints:

Fair Housing calls and complaints are all reviewed by the Fair Housing Administrator. No written or verbal complaints were received during this reporting period.

Proposed actions to overcome impediments under Fair Housing Complaints are to;

- continue outreach to all persons concerning Fair Housing Choices,
- continue efforts in demonstrating the policies and assistance available when confronted with discrimination,
- to remain cognizant of new information, changes in policy and laws, and
- to gain further knowledge of appropriate enforcement.

Describe Other Actions in Strategic Plan or Action Plan taken to address obstacles to meeting underserved needs.

Underserved Needs

The City actively seeks other funds in order to address underserved needs. Infrastructure improvements and facility renovations are examples of underserved needs.

The City leverages funds and local tax dollars to address these improvement projects within the low-income areas. This has been a priority since CDBG target areas are located in the oldest parts of the City.

The development of streets, parks and neighborhood facilities has improved accordingly with every submission of the City's Action Plan.

The Waco Industrial Foundation continues in their efforts to recruit significant businesses into the area by providing incentives and availability of land within the business industrial park to established businesses.

Leveraging Resources:

a. Identify progress in obtaining "other" public and private resources to address needs.

b. How Federal resources from HUD leveraged other public and private resources.

c. How matching requirements were satisfied.

Leveraging Resources

Most of the housing programs within the City of Waco are offered through partnerships. NeighborWorks Waco, Inc. brings Neighborhood Reinvestment dollars, Community Development Funds Institution (CDFI) and private donations to the table.

The Waco Housing Authority brings other federal grants to the table. The Economic Opportunities Advancement Corporation (EOAC) has resources from the Texas Department of Housing and Community Affairs in the form of Weatherization and Community Services Block Grant.

Waco Habitat for Humanity receives significant funding from the Federal Home Loan Bank and the Texas Department of Housing and Community Affairs Boot Strap program.

Local bankers and other lending institutions have become strong partners in offering permanent financing for homebuyers.

About \$1.2 million in permanent financing was provided by area financial institutions, NeighborWorks Waco, Inc. and Waco Habitat for Humanity to homebuyers receiving assistance under the City's homebuyer assistance program.

The City's Lot Sale program has allowed contractors to purchase City lots at a reduced cost. (\$100.00 or court costs, whichever is greater.) This program has been very successful in having new homes built in the inner City where there were once vacant lots.

Many of the public service programs are geared toward assisting low-income youth, the homeless and those at risk of being homeless. These activities were funded with Community Development Block Grant (CDBG) funds in conjunction with local funds, state funds, private funds, and other federal funding.

Compassion Ministries leverages CDBG grant funds with HUD Continuum of Care funding and private donations; and My Brother's Keeper leverages their grant funds with private donations, Texas Workforce Commission and Continuum of Care grant funds.

CDBG funds also leveraged local government funds through the City's Code Enforcement program.

The Code Enforcement program provides enforcement against;

- high weeds,
- grass,
- graffiti,
- junk vehicles, and
- housing code violations.

Once notified, a property owner has an opportunity to abate the nuisances within a specified time period and with the use of their own resources.

If a property owner does not comply, the nuisance is abated through the Code Enforcement, and the owner is billed for services rendered.

The City has leveraged its HOME and CDBG dollars invested in local homeownership programs with other agencies and private lenders.

Specifically, in partnership with the City's CHDO's,

- NeighborWorks Waco, Inc.,
- Waco Community Development Corporation, and
- Waco Habitat for Humanity, Inc.

A total of 14 households, have become new homeowners with the use of \$190,258 in HOME down payment funds, \$253,324 in HOME CHDO project funds, and \$26,000 in Individual Development Account matching funds funded from CDBG grant funds.

Match Contributions

The City of Waco has a 100% match reduction for the HOME program due to the area's fiscal distress. The CDBG Program does not require a match.

Managing the Process

1. Describe actions taken during the last year to ensure compliance with program and comprehensive planning requirements.

Program Year 5 CAPER Managing the Process response:

Lead Agency

The lead agency for the Annual Action Plan (AAP), the Consolidated Plan (CP) and the Consolidated Annual Performance Evaluation Report (CAPER) is the City of Waco Housing and Economic Development Services Department. This office initiates the contracting, administration, organization and preparation of the AAP, CP and CAPER.

Public agencies which may be responsible for administering programs covered by the CP over the next five years include Waco Housing Authority and Heart of Texas Mental Health Mental Retardation Center.

Private agencies which may receive CDBG or HOME funds and be responsible for administering programs over the next five years include;

- Mission Waco,
- Baylor University, Waco CDC,
- Waco Habitat for Humanity,
- Compassion Ministries, NeighborWorks Waco, Inc.,
- Family Abuse Center,
- Cross Ties Ministry d.b.a. Talitha Koum, and
- AVANCE

Significant Aspects of the Process

Decisions regarding activity funding are based on citizen input, assessment of local needs, City Council meetings, public hearings, and finally approval by the City Council. The Citizen Participation Plan offers all citizens an opportunity to submit comments on community development activities.

Housing Programs have been a priority of the City's CDBG and HOME programs with housing rehabilitation/reconstruction and down payment/closing cost assistance receiving primary emphasis. The City staff administers the City's Housing Programs to serve community needs and to market these programs affirmatively and effectively. Partnerships are heavily utilized to screen and refer applicants.

Public Service Agency activities are funded entirely from the CDBG program. Activities are carried out by local public service agencies with each agency being monitored by Housing and Economic Development staff on an annual basis. Grant agreements require compliance with all CDBG and local requirements.

Reports are generated by the agency indicating the number of low - to moderate -income persons being served and other beneficiary information.

Public facilities and improvement projects are carried out in CDBG target areas.

This includes Code Enforcement activities helping with the elimination of slum and blighted conditions in low-income neighborhoods, street and/or sidewalk improvements and park improvements.

These projects combined with housing rehabilitation, housing reconstruction, development of new affordable housing, and down payment and closing cost assistance programs significantly improve the quality of life in low-income neighborhoods.

Action to overcome impediments is a continuing effort with every Community Development activity, as proposed in the City of Waco 5 - Year Consolidated Plan and Annual Action Plans.

Citizen Participation

Provide a summary of citizen comments.

Program Year 1 CAPER Citizen Participation response:

Citizen Comments

The City made the PY2014 CAPER available for review on November 12th through November 30, 2015 for a 15 day written comment period. A public hearing will be held on December 1, 2015 to obtain citizen comments on the CAPER.

In addition, the performance report provided to citizens must identify the Federal funds made available for furthering the objectives of the Consolidated Plan.

Funds Available

The Federal funds available for Program Year 2014 include:

HOME \$ 564,171
CDBG \$1,347,394

In addition, the City received the following amounts of program income:

HOME \$ 209,088.99
CDBG \$ 43,361.97

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

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

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

The Heart of Texas Homeless Coalition has undertaken several approaches to ensure that homeless families and individuals in the geographic area covered by the jurisdiction are located, assessed, and provided with the services and housing interventions that they need.

The Heart of Texas MHMR's PATH Team is the primary outreach team in the jurisdiction's area. The PATH Team conducts regular outreach activities to the unsheltered homeless population and these outreach workers are able to make contacts and build relationships with these unsheltered homeless individuals. These relationships help to connect these homeless individuals to resources and housing opportunities in the community. The PATH Team is also responsible for assessing the needs of this population and in referring these individuals to the two local coordinated assessment intake locations where these individuals are assessed using a standardized assessment intake form called the VI-SPDAT.

The Salvation Army has also made a significant impact on the goal of identifying and assessing the local homeless population. Salvation Army staff regularly conducts outreach activities and offer a summer canteen program that provides food and water for unsheltered homeless individuals and families. Visitors to the canteen are assessed to determine their individual needs are often referred to services or to the coordinated assessment intake locations.

The Heart of Texas Homeless Coalition has also worked with the Waco Police Department to create a system where local homeless outreach workers are contacted when the police receive a call regarding unsheltered homeless individuals. This arrangement has helped to connect unsheltered homeless individuals to services and has assisted in reducing the number of homeless involved in the local criminal justice system.

The approaches used by the Heart of Texas Homeless Coalition and its community partners has helped to the jurisdiction to make significant progress in meeting its objective of reducing and ending homelessness through an increased number of homeless individuals identified and assessed. This initial step of identifying and assessing homeless individuals and families is an integral step in the process of providing permanent housing solutions to those who lack a permanent fixed residence in our community.

Addressing the emergency shelter and transitional housing needs of homeless persons

The Heart of Texas Homeless Coalition (HOTHHC) recognizes that emergency and transitional shelters provide a key piece in the puzzle when it comes to moving homeless individuals into permanent housing.

To fairly assess the needs of those receiving all types of homeless services, the HOTHHC has implemented a coordinated assessment system that utilizes a standardized intake tool called the VI-SPDAT. This tool is evidence based and provides an acuity score that helps intake service professionals to make the most appropriate referral to services based on the needs of the individual or family. Factors, such as mental health, substance abuse, age, medical concerns, education, and social supports can be taken into consideration when determining the appropriate support services or housing intervention method to be used.

The HOTHHC also works to ensure that the emergency shelter and transitional housing offered in the jurisdiction's area is of a high quality and that it performs effectively. Quarterly evaluation meetings are scheduled to begin in 2016 that will assess the performance of all shelter providers in the area, including emergency shelter and transitional housing providers. Transitional Housing providers have been annually evaluated by the HOTHHC's Independent Evaluation Committee that ranks each organization for HUD Continuum of Care Program Competition funding based on its performance on a number of indicators. Our goal being cost effective programs with measurable based outcomes.

The Heart of Texas HMIS system also provides information on performance and needs of homeless individuals housing in emergency shelters and transitional housing. Each provider is required to participate in the HMIS system that collects information on those utilizing these services. This information has been used for planning purposes to better meet the needs of those staying in emergency shelter or transitional housing. The new coordinated access system operates through the HMIS software.

This coordination and dedication to improving programs has helped to create a system where those who stay in emergency shelter are engaged by services or moved to transitional housing or placed into permanent housing. This approach is a key part of the strategy that has reduced the number of homeless individuals from 600 to 255 in the past 10 years.

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

Helping low-income individuals and families avoid homelessness is a key goal of the Heart of Texas Homeless Coalition. A diversion program has been created where intake staffs for each homeless shelter and the two coordinated assessment locations have been trained to help those seeking shelter to identify immediate alternate housing arrangements outside of the shelter system. This approach helps these individuals and families to identify locations in their own support network where they will be able to stay while they work to return to permanent housing of their own. This not only frees up resources for those who are most in need of assistance, but it also helps individuals and families avoid becoming homeless in the first place. In some instances, agencies are able to provide financial assistance or

services to help these individuals remain in their own housing.

The Heart of Texas Homeless Coalition also works with local hospitals, jails, and other institutions to create a housing plan for individuals who are at risk of becoming homeless upon their release. These institutions have also been provided with a phone number and the address of the two coordinated assessment intake locations in the event that they need to be referred to services.

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

The Heart of Texas Homeless Coalition has made significant progress in helping homeless persons make the transition to permanent housing, in reducing the amount of time that individuals and families experience homelessness, and in helping to prevent reoccurrences of homelessness in families and individuals who were recently homeless. The jurisdiction's area has seen a decline in overall homelessness from 600 in 2005 to a total of 255 homeless individuals in 2015.

The Heart of Texas Homeless Coalition has also worked diligently to increase the number of affordable housing options available to low-income individuals. This work is carried out by the Permanent Housing Taskforce who meets monthly to coordinate outreach efforts to landlords in the hopes of educating these individuals about the potential benefits of making units available to this population.

While the duration of case management differs between service providers, each shelter does provide case management after discharge for its participants. This service helps these individuals and families to stay on track and avoid falling back into homelessness. Each provider also requires that those staying in shelter must engage in case management after a short period of stay in emergency shelter. This helps to engage these individuals and families and connect them with services or permanent housing options that shorten the length of time that these individuals remain homeless. *CR-30 - Public Housing 91.220(h); 91.320(j)*

Actions taken to address the needs of public housing

In partnership with the City of Waco, the VA, Waco Housing Authority, MHMR, Compassion Ministries, Waco ISD and the Family Abuse Shelter; a permanent housing task force was formed to assist in the City's ongoing efforts to deal with homeless. WHA established a homeless preference for both individuals and families. The group has presented at landlord events, helped clients through a new online applications for both the Section 8 housing choice voucher program and public housing and has developed talking points to get the message out that housing the homeless is no different than housing anyone else except they often come with case management. We will be working further on establishing with the City of Waco a possible option to set aside one unit per tax credit application for the "hard to

house” population in Waco.

The Waco Housing Authority has helped seventy-three (75); households become homeowners since the inception of the program in 2001. In addition, a partnership with the City of Waco, along with other community non-profits was created to provide a housing search website to offer county residents a free housing search mechanism.

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

The City of Waco continues its assistance to Waco Housing Authority (WHA) by encouraging resident management participation and homeownership. The Waco Housing Authority continues to provide social services to their residents by partnerships with agencies such as Heart of Texas Region Mental Health and Mental Retardation (MHMR), Caritas, VA, and the McLennan Community College Adult Education Programs.

WHA also provides computer labs on site for resident and neighborhood use. The Community Computer Learning Centers sponsor relationships with Waco ISD, McLennan Community College for GED programs, family game and movie nights, as well as computers for study use. We have collaborated with other community entities such as Habitat for Humanity and financial literacy programs to use the labs. Residents can use the labs to search the TX Workforce sit for employment and other trainings. This year residents were able to access Jump Start (a family Self-Sufficiency Program in partnership with the TX Workforce) and use the labs to learn about themselves, identify their skills and find employment.

WHA provides senior chair aerobics twice a week. Acts Church and Voice also provide children with recreational activities, Baylor students help provide arts and crafts, and other activities with the youth. Voice, Mission Waco and Gear Up Waco help with summer camps for children, outdoor activities, transportation and field trips for resident children. The Waco Region Baptist Association was able (thru a Junior League of Waco grant) to come to our community centers and teach residents and their children how to cook nutritious meals at a \$1.50 per person per meal to match food stamp allocations.

The Area Agency on Aging, Aging and Disability Resource Center and Central Texas Senior Ministries provide counseling for seniors, Meals on Wheels, and activities for the elderly and disabled. Much of the coordinated efforts are to be able to allow elderly and disabled residents to live independently at home rather than a nursing home.

The City and Waco Housing Authority priorities include providing an opportunity for residents to obtain the knowledge and skills that are needed to make the transition from subsidized housing to self-sufficiency and future homeownership. The City partnered with the participants and residents to take advantage of their homebuyer assistance programs.

We also partnered with Neighbor Works, Waco CDC and Habitat as resources for our tenants when considering home ownership. During initial orientation all applicants are told about the Family Self-Sufficiency Program. We give examples of home ownership as a possible outcome of participation in the program. Often guest speakers at Family Self-Sufficiency programs and monthly resident council meetings are these partners who explain how the process works and how they can check to see if they qualify.

Resident Councils are established at each site to plan activities, have guest speakers about timely topics and are kept update by management about any upcoming changes in regulations or construction needs that are ongoing at their individual developments. Resident Councils from each site are invited each year to help work on our agency Annual Plan. We discuss needs for improvements based on work orders, any regulation changes as well as changes in fees or rents.

Actions taken to provide assistance to troubled PHAs

Not Applicable.

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

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

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

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

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

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

During the year the City took the following actions to overcome gaps in institutional structures and enhance coordination:

The City continues to participate in monthly Housing Coalition meetings where members prioritize housing needs and develop strategies and specific activities to enhance affordable housing in the City of Waco.

Members include:

- Employees representing the three active Community Housing Development Organizations (CHDO's) including,
 - Waco Habitat for Humanity,
 - NeighborWorks Waco, and
 - Waco Community Development Corporation;
- the Waco Housing Authority;
- the Heart of Central Texas Independent Living Center;
- and the City of Waco.

The City continues to use CDBG funds to support the area's HUD required Homeless Management Information System (HMIS). HMIS "links those in need to those who care" and connects area social service agencies that serve the homeless. This allows agencies to better meet the needs of their clients, maintain data regarding service use, and prevent duplication of services.

Currently 13 agencies are utilizing the HMIS system. HMIS staff continues to further refine a strategic plan which includes increasing the number of participants, increasing agency awareness of the functionality of the HMIS system, and increasing training opportunities to ensure data quality.

HMIS staff worked with the McLennan County Hunger Coalition and Heart of Texas Homeless Coalition to secure start-up funding to bring local emergency food pantries onto the HMIS system. This allowed many more local pantries to utilize the same system to determine the extent of food insecurity in our community. Waco ISD is the first school district to use HMIS in the nation.

HMIS staff is also exploring other new and innovative ways to utilize the capabilities of HMIS within the department and the community.

The Heart of Texas Homeless Coalition, in collaboration with HMIS staff, CoC Lead, The Salvation Army, Mission Waco Meyer Center and technical assistance from Texas Homeless Network has been in the process of creating our coordinated assessment process. This Coordinated Access program is currently being practiced with the satellite sites at Mission Waco and the Salvation Army, local agencies that provide care, shelter, and empowerment programs to end the cycle of homelessness.

During this time, the Coordinated Access committees, along with reports drawn by HMIS, provide us with valuable information concerning important challenges and changes in order that we have the best results needed to suit the needs of our most vulnerable populations. Our current kick-off for full implementation is October 1, 2015.

The City uses CDBG funds to fund the emergency assistance component of that program. NeighborWorks Waco, Inc. also provides one-on-one foreclosure prevention counseling services to clients referred to them through the HOPE hotline for homebuyers facing foreclosure counseling.

The HOPE NOW program was formed with the encouragement of the Department of Treasury and the Department of Housing and Urban Development. Additionally, they have joined in the Loan Modification Scam Alert campaign, a public education initiative to protect vulnerable homeowners from scam artists luring them into costly products that promise loan modification help.

Upon the recommendation of the Mayor's Homelessness Committee, the City continues to identify suitable organizations, landlords and developers to pursuing scattered site housing with support services for the homeless.

The City of Waco partners with LIHTC programs to include a small number of units specifically set aside for the homeless where support services will be connected with local agencies. These requirements would have to be met in order for the program to receive approval of their development.

During the program year, the City administered a Shelter Plus Care grant that the Heart of Texas Mental Health Mental Retardation Center used to house up to 25 formerly homeless households in scattered site supportive housing. The City also works closely with the VA and Waco Housing Authority in order to meet the needs of our Homeless Veterans.

The VA Supportive Housing (HUD-VASH) Program is a joint effort between HUD and the VA to move Veterans and their families out of homelessness and into permanent housing. Waco is currently at "functioning 0" but is currently awaiting approval.

HUD provides housing assistance through its Housing Choice Voucher Program (Section 8) that allows homeless Veterans to rent privately owned housing at "functioning 0" for chronic Vet homeless.

The VA and the Heart of Texas MHMR are the only agencies in the City providing permanent supportive housing assistance.

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

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

CR-40 - Monitoring 91.220 and 91.230

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

Sub-recipients and City departments external to Housing and Economic Development Services undertaking activities with CDBG and HOME funds are monitored on an annual basis. Quarterly Reports on program status and compliance are required during the program year. Periodic site monitoring visits are performed with each sub-recipient to ensure compliance with program regulations, in conducting activities as indicated in their contract. Programs and projects carried out by the City are monitored regularly by multiple staff positions. All agencies were monitored this during the program year. Staff maintains Regular staff meetings provide a method of evaluating staff procedures and promote efficiency.

Staff maintains detailed client and activity files with checklists to ensure that all required procedures have been completed. Staff maintains records on all Rehabilitation / Reconstruction projects, on the Homebuyer Assistance Program, on all public service and public facility projects as well as on all CHDO projects.

The City also maintains an ongoing report that details all funding sources, beneficiary information and accomplishments for all Rehabilitation/reconstruction and Homebuyer Assistance Programs. In addition, all grant-funded reimbursements are reviewed by 3 staff members who include the Director or Financial Supervisor, Housing or Home Planner and the CDBG Planner.

Staff members have the responsibility of reviewing and recommending revisions of Housing and Economic Development programs to better assist the needs of the community. Staff continues to remain cognizant of any changes affecting program regulations by reviewing newsletters and attending relevant training seminars available. The City has complied with all certifications and regulations governing the use of CDBG and HOME funds.

The City will continue its sub-recipient monitoring policy for all CDBG and HOME-funded activities. Monitoring will occur in accordance with executed agreements between the City and each sub-recipient.

The City exercises a high degree of control over the activities of designated sub-recipients of the CDBG and HOME Programs.

Minimum monitoring procedures consist of:

- regular contact by telephone,
- e-mail or in person,
- maintaining copies of all project documents in City files,
- obtaining written documentation of expenditures for reimbursement of costs by the City, and,
- submission of written progress reports.

For both programs, the City schedules on-site monitoring visits. The City's monitoring standards and procedures ensure that statutory and regulatory requirements are being met and the information submitted to HUD is correct and complete.

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

The City made the PY2014 CAPER available for review on November 12th through November 30, 2015 for a 15 day written comment period. A public hearing will held on December 1, 2015 to obtain citizen comments on the CAPER.

CITY OF WACO

PUBLIC NOTICE

Notice of Availability for Review and Public Hearing of
Consolidated Annual Performance and Evaluation Report (CAPER)

PY 2014-2015

The U.S. Department of Housing and Urban Development (HUD) Consolidated Plan regulations require the City to make annual performance reports for federal grants available to citizens for a sufficient period of time (15 days) to permit citizens to comment on the report before they are submitted to HUD.

The 2014-2015 CAPER will accomplish the following:

- Provide a description of how the City carried out its activities and housing plan during its last program year that was funded with Community Development Block Grant (CDBG) and HOME Investment Partnerships Program Funds;
- Evaluate projects designed for the rehabilitation or conversion of buildings for use as emergency shelter for the homeless, for the payment of certain operating and social service expenses in connection with emergency shelter for the homeless, and for homeless prevention activities;
- Evaluate projects designed to expand the supply of decent, affordable housing for low and very low-income families; strategies for building the local capacity to carry out affordable housing programs and strategies to provide coordinated assistance to participants in the development of affordable low-income housing; and
- Evaluate federal, state, local, and private resources directed toward housing for low and very low-income households and how these resources were used to meet housing needs and recommendations as included in Comprehensive Housing Affordability Strategy portion of the Consolidated Plan.

Draft copies of the annual performance and evaluation report will be made available to the public from November 12, 2015 through November 30, 2015 at the following locations:

City Secretary Office	Housing and Economic Development Services
City of Waco	City of Waco
City Hall	City Hall, Ground Floor
300 Austin Avenue	300 Austin Avenue
Waco, Texas 76701-2209	Waco, Texas 76701-2209

DRAFT VERSION
City of Waco
Program Year 2014 CAPER

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Waco-McLennan County Library locations:

Central Library	West Waco Library	South Waco Library
1717 Austin Ave.	5301 Bosque Blvd., Suite 275	2737 South 18 th Street
Waco, Texas 76701	Waco, Texas 76710	Waco, Texas 76706

A Public Hearing will be held on December 1, 2015 at 6:00 p.m. in the Waco Convention Center, Bosque Theater, and 100 Washington Avenue, Waco, Texas 76701.

Written comments on the report may be submitted to Housing and Economic Development Services at the address listed below and received no later than 5:00 p.m., November 30, 2015. Reports and copies of the documents may also be obtained by contacting:

Housing and Economic Development Services

City of Waco

P.O. Box 2570

Waco, Texas 76702-2570

Phone: 254-750-5656

NOTE: Persons with disabilities who plan to attend this meeting and who need auxiliary aids or services should contact Esmeralda Hudson, City Secretary, at (254) 750-5750 at least twenty-four (24) hours before this meeting so that appropriate arrangements can be made.