

Name:
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Name of Lead Applicant:
City of Milwaukee

Name of File:
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**Choice Neighborhoods
Implementation Grant**

**U.S. Department of Housing
and Urban Development**

**OMB Approval No.
2577-0269
(exp. 1/31/2015)**

The public reporting burden for this collection of information for the Choice Neighborhoods Program is estimated to average fifteen minutes, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information and preparing the application package for submission to HUD.

Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions to reduce this burden, to the Reports Management Officer, Paperwork Reduction Project, to the Office of Information Technology, US. Department of Housing and Urban Development, Washington, DC 20410-3600. When providing comments, please refer to OMB Approval No. 2577-0269. HUD may not conduct and sponsor, and a person is not required to respond to, a collection of information unless the collection displays a valid control number.

The information submitted in response to the Notice of Funding Availability for the Choice Neighborhoods Program is subject to the disclosure requirements of the Department of Housing and Urban Development Reform Act of 1989 (Public Law 101-235, approved December 15, 1989, 42 U.S.C. 3545).

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Name:

**Narrative Exhibit A:
Executive Summary**

Name of Lead Applicant:

City of Milwaukee

Name of File:

NarrativeExhAExecutiveSummary

EXHIBIT A: EXECUTIVE SUMMARY

The City of Milwaukee and its co-applicant, the Housing Authority of the City of Milwaukee (HACM), request a \$30 million CNI implementation grant for the Westlawn neighborhood. The Transformation Plan allocates \$3.5 million to critical community improvements identified in the Neighborhood Plan, \$21,550,000 to the Housing Plan, and \$4.5 million to the People Plan. These amounts are supplemented by more than \$251 million leveraged from other sources including \$64,398,918 in Low Income Housing Tax Credits and \$59 million in private investment.

The Westlawn Housing Development and eligible neighborhood is comprised of four census tracts, Milwaukee County Tracts 12, 13, 18 & 19, and part of census tracts 11 and 20. The north border of the neighborhood is W. Mill Road, the south border is W Villard Avenue, the east border is N Sherman Boulevard, and the west border is N 76th Street. These borders are based on years of community planning, extensive consultation with the implementation partners and community residents, and constructive comments from HUD.

The operative word underpinning the Choice Neighborhood Program and this grant application is transformation – human and physical – of a community in distress such that its functionality as an urban neighborhood is restored. The two fundamental questions to be answered are 1) are the expected outcomes worthwhile and achievable? and, 2) will the investment of millions of federal dollars help achieve those worthwhile outcome? We believe the answer to both is a resounding YES! The basic objective of our Transformation Plan is to create change in the Westlawn section of Milwaukee by demolishing and rebuilding the remaining portion of what was once the city's largest public housing development and implementing a comprehensive set of strategies that generate meaningful improvements in the quality of life of the entire neighborhood. What defines fundamental change differs between projects but is almost always anchored by the basic idea that conditions must be addressed that affect whether people think of a community as some place they'd like to live in and

raise their family. That means good schools, convenient places to shop, low crime, efficient public transportation, competent municipal services, proximity to health care, work and entertainment opportunities, and neighbors reflecting healthy social, economic, and racial diversity.

The City of Milwaukee will be the lead applicant. The Redevelopment Authority of the City of Milwaukee (RACM), which is a partner with the City in providing focused services for neighborhood revitalization and redevelopment project implementation will serve as the Neighborhood Implementation Entity. The plan allocates \$3.5 million of the CNI grant to this element. The grant will enable the conversion of the Westlawn neighborhood into vibrant mixed income community by stabilizing housing, improving access to existing and new retail establishments, improving transportation, improving parks, reducing the negative effects of foreclosures, and addressing issues of crime and public safety. HACM will be the co-applicant and will also be the People and Housing Implementation Entity. \$4.5 million will be allocated to the People section of the project and \$21,550,000 will be allocated to the Housing section. With the assistance of an array of extraordinary anchor institutions and other partner organizations, including the Silver Spring Neighborhood Center, the Havenwoods Economic Development Corporation, Growing Power, Inc., the Milwaukee Job Corps, Carmen Charter School for Science and Technology, the University of Milwaukee, and our Principal Educational Partner, Milwaukee Public Schools, this project will improve educational outcomes, offer a wide variety of health care services, and provide on-site medical services offered by the University of Wisconsin School of Nursing. HACM residents, assisted by Growing Power and the Wisconsin Women's Business Initiatives Corporation, will create a cluster economy focused on urban agriculture in which residents will grow fresh produce for sale throughout the area. The People Plan will dramatically improve educational programs available to neighborhood children and provide broad support to families – including the creation of a new job-training program and a center to house it. The Housing plan calls for the demolition of all 394 existing public housing units and construction

of 706 new units (including 394 replacement units) and rehab of 2 units. The mixed income Housing Plan will dramatically improve options available in the neighborhood by including market rate rentals and for-sale units, non-assisted affordable units and on-site one for one replacement of existing public housing units. As relocation will be a significant component of this program, we are requesting 382 Housing Choice Vouchers to support that effort. While the lead and co-applicants will have overall and ultimate responsibility for implementation of the project, coordination, oversight and community involvement will be enhanced by the establishment of a Neighborhood Advisory Committee

This application describes how we intend to utilize this critical federal investment, coupled with other leveraged funds and a wide array of public and private partners, to bring about the kind of change in the Westlawn area that will transform it from its current state to one that may well have been envisioned by the authors of CNI. We will, of course, follow the prescribed format and our plan is built around the three basic conceptual categories: People, Housing, and Neighborhood. And as do all who compete, we seek to achieve the maximum points in each of the evaluation components. But when the final period is placed at the end of the last word, we hope the decision makers will conclude that this CNI application represents the best and highest use of this precious federal financial investment in an urban community ready for a much needed makeover.

Like so many similar American urban communities that were enclaves of those with very low income – mostly people of color, Westlawn had a nondescript beginning in the 1950s and has spent the decades since struggling – with only limited success – to overcome the barriers to a better life for all. Now comes an opportunity to marshal resources and actually implement plans previously only on paper that will help this neighborhood transcend its roots and become a vital community that sustains rather than degrades the quality of life. Nor will the changes we will be able to bring about stop at the boundary lines of the community. Milwaukee will also be forever changed for the better, as well.

That is the essence of CNI and the essence of this application.

Name of Exhibit:
**Narrative Exhibit B:
Threshold Requirements**

Name of Lead Applicant:
City of Milwaukee

Name of File:
NarrativeExhBThresholdReqs

EXHIBIT B: THRESHOLD REQUIREMENTS

B.1 Partnership Narrative

The City of Milwaukee is the Lead Applicant. The Housing Authority of the City of Milwaukee is the Housing Implementation Entity, asset manager, and People Implementation Entity. The other partners include the Redevelopment Authority of the City of Milwaukee (Neighborhood Implementation Entity) and the Milwaukee Public Schools (Principal Education Partner). The Partnership certifications, which clearly identify each of the respective duties and responsibilities and a commitment to work collaboratively throughout the entirety of the grant, are included in Attachment 6.

B.2. Separability – Not Applicable - This application targets all of the current Westlawn Housing Development (AMP WI002000070).

The former Westlawn originally contained 726 units. The portion of the former site east of N. 64th consisting of 332 units was demolished in 2011 following HUD approval. The eastern portion now called Westlawn Gardens East contains 250 beautiful, high-quality, LEED certified newly constructed units (64 public housing/LIHTC, 166 project-based voucher/LIHTC, and 20 LIHTC only), which were occupied in 2012.

The Housing Plan included in this application is for the 394 existing units on the western portion of the former site. The replacement housing plan to achieve one-for-one replacement of these 394 units includes construction primarily on the western portion of the site, but also includes new construction of 16 replacement units on undeveloped land in the new Westlawn Gardens East. As outlined in the summary of the market analysis, included in Attachment 37, the feasibility of the Housing Plan included in this application has been significantly strengthened by the successful implementation of the new Westlawn Gardens East.

Name of Exhibit:
**Narrative Exhibit C:
Capacity**

Name of Lead Applicant:
City of Milwaukee

Name of File:
NarrativeExhCCapacity

EXHIBIT C: CAPACITY

C.1. Overall Project Leadership Capacity of the Lead Applicant

Due to its ability to pull together resources from various sources, assemble comprehensive teams of partners and provide investment and leverage, the City of Milwaukee is a strong project leader and is the best organization to implement this transformation. Two examples exemplify the type of overall neighborhood transformation that the City has implemented: the Washington Park and Walker's Point/5th Ward neighborhoods.

Washington Park: Once a thriving middle-class community, the Washington Park neighborhood suffered due to the closure of several large manufacturing plants during the 1980s. Housing stock was dilapidated and once-thriving businesses were boarded up.

The Washington Park Area Comprehensive Plan, part of Milwaukee's Overall Comprehensive Plan, was developed in 2006 by the City of Milwaukee. The plan establishes priorities for strengthening and building upon neighborhood assets, promotes investment, seeks to develop business opportunities, and provides guidance for private and public investment.

In 2010, the City of Milwaukee helped to create the Washington Park Neighborhood Improvement District (WP NID) in order to provide homeowner grants, local jobs, resources for community planning and community improvement projects. As the taxing authority, the City of Milwaukee was a crucial player in creating the NID and in its implementation. The Washington Park area has garnered a number of accomplishments, both large and small in each element, since 2012. Significant measurable outcomes include:

Housing: (1) Over 150 new housing units have been developed in the area from 2007-2012; (2) the NID provided nearly \$70,000 to home owners for repair, thus strengthening and maintaining housing stock and attracting potential home owners; (3) Habitat for Humanity committed \$20 million to support the Washington Park neighborhood and 15 new homes have been built out of 100 planned;

and (4) a \$175,000 grant from the Metropolitan Milwaukee Fair Housing Council for home repairs in the neighborhood was obtained.

People: (1) A community mosaic was created and coordinated by local arts groups; (2) 5 community lending libraries were installed; (3) Students from the Westside Academy II participated in the community's Annual Housing Survey and created a social media video highlighting the event; (4) a community garden that includes 20 raised beds, fruit trees and grape vines was constructed; (5) a monthly Walk with a Doc program at Washington Park was organized with hospital community health center partners.

Neighborhood: (1) In 2006, the Harley Davidson Foundation, the Parks People and the Milwaukee County Board of Supervisors committed \$50,000 each to repair and transform a historic bandshell located in an Olmstead-designed park; (3) the NID provided over \$20,000 for business improvement grants in the neighborhood; (4) Progressive Community Health Centers, a federally-qualified health center, has decided to invest up to \$12.5 million to expand their health clinic. Construction is underway on a 42,000 square-foot facility that will enable the clinic to more than double capacity, accommodating 11,000 new patients each year. Finally, to improve public safety in the neighborhood, the City of Milwaukee applied for and received a Planning and Enhancement grant from the U.S. Department of Justice to assist the Washington Park community carry out core Byrne Criminal Justice Innovation (BCJI) initiatives in order to reduce actual and perceived crime and disorder, and to foster the trust and willingness of ordinary citizens to maintain social order and increase community wellbeing.

Walker's Point/5th Ward: Walkers Point – identified as an Innovation District in the City's economic development plan – is a thriving neighborhood just south of Downtown, within the Near South Side Comprehensive Area Plan. The City coordinated and led a planning process to transform underutilized and vacant land into a neighborhood with sustainable development, including a new

Global Water Center for research and water related industries and offices, a new UW-Milwaukee School of Freshwater Sciences, mixed use and affordable and market rate housing, with bike and pedestrian linkages to downtown and adjacent neighborhoods.

Overall, \$15.6 million of public funds has leveraged \$202 million of private investment. Since 2004, the City has created and approved three TID's with a fourth currently underway. The first TID was Fifth Ward/First Place to pay the city's share of the riverwalk and dockwall costs associated with the condominium development as well as repave portions of adjacent streets. That spurred the construction of 123 residential units with 176 additional units under construction, and an additional 457 dwelling units proposed. The Reed Street Yards TID was created to pay for infrastructure for Freshwater Way, a green street, riverwalk, dockwall and plaza, as well as incentives to support office tenants for water related uses. That TID is \$6.2 million with expected private investment of \$100 million. The \$5 million 1st/Greenfield TID was recently created to pay for environmental remediation, site infrastructure and storm water management and gateway feature to the newly constructed Freshwater Science School. The eight-acre site for mixed-use development, including a new grocery store, is estimated to provide \$42 million of private investment. Underway currently is the creation of the 5th/6th & National TID boundary to promote investment in the commercial area. The eventual TID could be used for public infrastructure or development incentives.

C.2 Capacity of Neighborhood Implementation Entity

The Redevelopment Authority of the City of Milwaukee (RACM), an independent corporation with the mission to eliminate blighting conditions that inhibit neighborhood reinvestment, to foster and promote business expansion and job creation, and to facilitate new business and housing development. RACM will serve as the Neighborhood Implementation Entity. RACM is Milwaukee's leader in the field of economic development and has extensive expertise and experience in developing redevelopment plans, blight designation, land assembly and financial

bonding. RACM has been implementing redevelopment plans through partnerships and coordination with other governmental agencies, nonprofit organizations, employers, employees, economic development corporations, and local institutions. The following examples attest to RACM's success in the implementation of redevelopment plans and Tax Incremental Financing districts that have resulted in sustainable, vibrant neighborhoods, comparable in scale and scope to the Transformation Plan.

Menomonee Valley: Menomonee Valley, Milwaukee's largest brownfield redevelopment, is 4.5 miles wide and extends at the confluence of the Menomonee and Milwaukee Rivers. Historically known as the “Milwaukee Machine Shop of the World,” it fell into decline and blight. RACM staff coordinated and led the planning process, worked with stakeholders to create a vision for the Valley, and implemented the plan.

Overall, \$38.5 million of public funds has leveraged close to \$240 million of private investment to redevelop the Menomonee Valley. Since 2004, RACM, in partnership with the City, has created and approved five tax incremental districts (TID) in the Menomonee Valley. The first TID included \$20 million of public investment, creating over \$100 million of private investment. Through this public expenditure, RACM created a subdivision plat for the 60-acre industrial center and dedicated land for Canal Street, the east-west street that provides vehicular and public access through the Valley, along with a shared stormwater management facility that also serves as a soccer park. RACM acquired the land and remediated the brownfield areas with state and federal grants totaling \$10 million. RACM, in partnership with city agency and nonprofits, developed sustainable design guidelines for future industrial development and now works with new owners and their architects on building design.

At the east end of the Valley, a \$7 million TID was created to support the Harley Davidson Museum, with Harley Davidson investing approximately \$80 million in the museum development.

To the southeast, a \$6 million TID was created for Reed Street Yards, a water research and technology park, to provide a new street and riverwalk. In September 2013, the Global Water Council building will open, housing the UWM Freshwater School research facilities, State offices, Greater Milwaukee Committee and various water-related incubators and entrepreneurs. Two other building rehabilitations include a boutique hotel and office building, totaling \$46 million of private investment. More recently, two additional TID's have been approved to support businesses and employment. At Falk/Rexnord Worldwide, a company that employs 698 and one of the oldest manufacturers in Milwaukee, a \$2.5 million TID supported a \$35 million upgrade to the facility in 2011. At City Lights, a \$3 million TID supported infrastructure and a riverwalk for a \$5 million renovation of historic buildings on the west end.

A few examples of the private investment this sparked include Miller Park Stadium, which has invested over \$392 million to the area; Potawatomi Bingo and Casino is located in the center of the Valley and their casino investment totals \$240 million and the casino hotel, currently under construction is valued at \$100 million. In the past 10 years, 35 local, national and international companies have located or expanded in the Valley, such as Joy Global, who will be investing \$130 million to develop a new corporate headquarters. One goal of the plan was to create 22 jobs per acre. That goal was exceeded by creating an average of 24 jobs per acres. Another goal of the plan was to create activate recreation space and a shared stormwater management facility. That goal has been realized with 45 acres of native plants, seven miles of trails, Three Bridges Park, and a nationally recognized stormwater treatment system.

Approximately 766 new residential units were added to the Valley and surrounding neighborhoods between 2001 and 2005. This represents 37% of all housing units added in the City during that time. The south side of the Menomonee Valley plan area includes several housing developments that can provide workforce housing for the approximately 2,728 Valley workers who

live in one of the seven zip codes bordering the Menomonee Valley. Because of the success of the original Plan and implementation of almost all of the recommended actions, Mayor Barrett, in partnership with RACM and the Menomonee Valley Partners, launched an update to the Menomonee Valley Plan (MVP 2.0). The recommendations include continuing food and beverage focused manufacturing development on the east end of the Valley, with shared stormwater management facilities and additional vehicular and pedestrian access points.

Beerline B. The Beerline B neighborhood is within the Downtown area and the more detailed Beerline B redevelopment plan, both of which were completed by RACM. Once a blighted, vacant post-industrial brownfield, today through RACM's redevelopment planning, brownfield remediation and implementation efforts, it is home to some of the most visually exciting urban housing, mixed-use development in Milwaukee. Beerline B now reconnects several neighborhoods as well as to the river with several new residential mixed-use buildings, including a recent affordable housing development.

In 1999, RACM prepared a redevelopment plan declaring the 45-acre area blighted and created the Beerline B Neighborhood Code and Regulating Plan for future development, with input from consultants and residents from surrounding neighborhoods, which provides for housing typologies and landscape and building and riverwalk design guidelines.

To implement the Plan, RACM remediated the contaminated land. RACM then assembled land, and worked with city staff to develop Certified Survey Maps to create development parcels and dedicated stub-end streets to provide improved public access to the River. RACM worked with city staff to obtain city approvals for changing the zoning from industrial to residential mixed-use. RACM then issued Requests for Proposals for the new parcels. Working with the developers, RACM secured public access easements for the development of the riverwalk system. As a result, over a dozen mixed use buildings have been constructed, with over 650 housing units and approximately 10,000 square

feet of commercial space, including Lakefront Brewery and its current expansion, a restaurant and a Hot Yoga studio. Beerline B Apartments, a 140-unit mixed-income apartment building along the riverwalk at the entrance of the Beerline B neighborhood opened in March 2012. Kadish Park is now home to an outdoor amphitheater and summer music series, transforming a troubled spot into a park, community gardens and playing fields. The park exemplifies a public-private partnership and value of the property that now connects the Beerline B neighborhood to the Riverwest and Brewers Hill neighborhoods.

RACM assisted City staff in creating a TID in 1993 to fund earlier expenditures in the area, including the construction of Commerce Street, the installation of public utilities, and the construction of a new system of riverwalks. Through the TID, the City spent a total of \$18.5 million on the construction of public improvements and facilities in the district. In 1993, the total property value within the TID was \$7.8 million. Now, 20 years later, the property value within the district is over \$178 million -- an increase of over \$170 million. Beerline B has been one of the City's highest contributing TID's and has sustained its value over the past decade. Overall, the Beerline B plan has resulted in \$80 million private investment to create a walkable community that offers affordable housing, a mix of housing types, and commercial development.

C.3 Capacity of Housing Implementation Agency

HACM will act as the Housing Implementation Entity and developer, playing the lead role in coordinating the revitalization with primary responsibility for implementing day-to-day development (including securing financing and providing completion and long-term operating guarantees) and performing ongoing asset management activities. HACM has deep experience in coordinating complex redevelopment projects, having implemented six highly successful HOPE VI projects, as well as three additional mixed-finance projects. HACM has kept all its projects within budget and on schedule, often managing several complex projects simultaneously. HACM's development expertise

has been recognized over the years with awards, including recognition by the Congress for New Urbanism, the Sierra Club, the National League of Cities, NAHRO, and the World Leadership Forum.

Lapham Park: The original Lapham Park development was constructed in 1964 and was built as a typical public housing superblock, consisting of one high-rise building for seniors (200 units) and 170 units for families with one central parking lot. It was isolated from the neighborhood, had little to no green space, and the row house buildings had serious structural and design deficiencies. In addition, the development was seen as a negative that was hindering redevelopment in the general Brewer's Hill and King Drive neighborhoods.

Lapham Park is an intergenerational campus, completed in two phases. The first phase, Townhomes at Carver Park (Townhomes), which received a Certificate of Recognition in 2003 from the Congress for New Urbanism, involved the relocation of 165 families, demolition of 170 outdated and distressed public housing units, construction of new infrastructure to realign the development with its neighborhood, construction of 122 new townhouse units, and reoccupancy of Lapham families. The new family development is mixed-income and includes 51 public housing/LIHTC units, 51 LIHTC- only units, and 20 market-rate apartments. HACM also built and/or rehabilitated 20 off-site single-family homes that were sold to public-housing eligible families. Of the 122 townhouse rental units, 14 are fully accessible and 101 are visitable. HACM completed the project within 18-months. Sources of funding for the \$26 million project included \$12.3 million of HUD funds, \$9.7 million of tax credit equity, a land loan of \$447,700, mortgages of \$2.4 million, an AHP grant of \$400,000, and \$1 million of developer fees.

The second phase of the project, renovation of the Lapham Park high-rise (eight stories with 201 apartments for seniors) was completed in 2012 and was completed in phases so only half of the seniors needed to be relocated and the rest could remain in the building. Sources of financing were a

\$16 million tax exempt bond with 4% credits (\$12.1 million of tax credit equity), \$13.4 million of HUD capital funds, and a \$335,400 Affordable Housing Program grant, a \$1.45 million permanent loan, and \$6 million of public sector financing.

HACM was the developer for both phases of the Lapham Park project, and serves as the managing member of the development entity responsible for overseeing the day-to-day operations and maintenance carried out by the property manager, Friends of Housing Corporation. Friends of Housing is a highly capable and experienced property management entity, established as a subsidiary of HACM in 1996 and spun off in 1998 as an independent organization and currently managing 5 of 6 HACM HOPE VI developments and several other properties for the Authority and other independent property owners.

As in other transformation projects where HACM was the developer, the Housing Authority coordinated the entire redevelopment of Townhomes at Carver Park, which included working with the residents, supportive services providers, City of Milwaukee, HUD, investors, contractors, attorneys and accountants, third-party evaluator, and potential buyers/homeowners to ensure its successful completion. The overall Lapham Park development has had significant positive outcomes for public housing residents and the community. All of the units, including the market-rate housing, are fully occupied with significant waiting lists, (48 people for the market-rate units and 337 people for the tax credit units) which confirms the value of, and need for the overall revitalization effort. The award-winning design for the project has also reconnected the site with the neighborhood and has jump-started additional development including: (1) At least ten new homes that have been developed and sold in the neighborhood; (2) the 2005 redevelopment of a vacant building from the late 1800s into 10 luxury condominium units located two blocks from Lapham Park; (3) a Days Inn hotel directly across the street from Lapham Park; and (4) a new 72,000 square foot Sojourner Family Peace Center one block from the development that will offer services to families impacted by

violence in their community and including a 56-bed victim's shelter to be completed in Fall 2015. This neighborhood investment would not have happened without the transformation of the Lapham Park housing.

Westlawn Gardens: In 2009, HACM began a master planning process to develop a master plan for the redevelopment of Westlawn, the largest public housing development in Milwaukee. The development was built as typical public housing rowhouses in 1952, but had serious structural deficiencies, outdated and deteriorating utilities, and a number of design deficiencies. As a result of these factors, HACM applied for and received a \$76 million tax credit allocation in 2010 to replace the 332 public housing units on the eastern half of the Westlawn site. The new "Westlawn Gardens" development includes 166 units dedicated for Project-Based vouchers, 64 public housing rental units and 20 tax-credit units. Construction began in 2011, was completed in 2012 and all units are occupied.

HACM was the developer for Westlawn Gardens and serves as the managing member of the development responsible for overseeing the day-to-day operations and maintenance carried out by the property manager, Friends of Housing. The primary sources of funding secured by HACM for the project included tax credit equity of \$70.9 million, \$12.3 million of HUD capital funds, and a HACM land loan of \$1.6 million. HACM plans to break ground on the first market rate rental units in 2016.

Westlawn Gardens has achieved LEED-ND Stage 3 Silver Certification, placing it at the top of an elite group of LEED certified developments that emphasize sustainability. As the world's first LEED-ND Stage 3 Silver-certified project, it was the highest-rated neighborhood at that time. In addition, Westlawn Gardens also features Milwaukee's first LEED Platinum-certified home, the highest level of certification available and all units in Westlawn Gardens were built to the same standard as the one that was certified. Westlawn Gardens has received a number of awards, including the Charles L. Edson Tax Credit Excellence Award for excellence in affordable housing and the

Congress for New Urbanism Charter Award for excellence in planning and new urbanism.

Westlawn Gardens exceeds HUD's requirements for accessibility with 51 fully accessible units. In addition fourteen homes were built as Healthy Homes to provide higher indoor air quality and thereby reduce the incidence of asthma. Westlawn Gardens includes many sustainable design features, such as heat pumps that utilize geothermal energy to reduce utility costs, and bioswales that reduce stormwater runoff on the site. The development has also improved the connectivity of the site to the surrounding community through the inclusion of a substantial community green space.

C.4 Capacity of People Implementation Entity

Besides being nationally recognized as a successful implementer of six HOPE VI projects, HACM has been charged with overseeing several projects that impact the entire Milwaukee community, deepening connections to other social service providers and community resources. A fitting example of the design, coordination and implementation of supportive services for a neighborhood is that done by HACM in the Highland Park community. Funded in part by HUD, HACM provided a broad case management system with comprehensive supportive services for residents and services for neighborhood residents as well.

An evaluation of the Highland Park program, performed by the Planning Council for Health and Human Services, indicates that the percentage of original households with wage income increased from 31% in 2002 to 43% in 2005 (an increase of 28%). More significant was an increase in average wage earnings for original residents, up 30% from \$9,026 in 2002 to \$12,708 in 2005. When the grant period ended in 2008, 63% of all non-disabled, working age residents were employed, and 75% of the households had some wage income averaging \$26,707. In January 2015, the percentage of households in the family development with a wage income still has remained at 66% and the average household income is \$27,806, indicating most gains have been sustained despite the recession.

169 original households in the Highland Park community received intensive case management from HACM, including 113 original households that were senior and/or disabled and 56 households with 294 family members from the original family units. During most of the revitalization of the neighborhood, HACM utilized two case managers, two Resident Employment Coordinators and case managers and service coordinators from SET Ministry and ANEW Home Health Services (for elderly residents). Through these programs, 100% of senior/disabled residents that needed services were connected to services so that they were able to continue to live independently. The Housing Authority case managers completed the process of initial assessments and individualized self-sufficiency plans for all eligible residents within the goal of one year of the grant agreement. For the grant, HACM created and managed an impressive and diverse array of partner organizations to assist residents in meeting their supportive service needs, providing wraparound services: employment and job training; education, healthcare, and asset-building and financial literacy.

In total during this five year transformation, 136 individuals were assisted with employment needs, 152 persons were placed or hired in new jobs, 52 individuals received job skills training with 24 completing, 11 individuals enrolled in GED programs with 8 receiving their GED, 15 families whose children were not in early childhood education were assisted in enrolling their children in an ECE program, and 30 residents completed financial literacy classes. Case managers helped to connect residents in need of health services to appropriate providers.

The Highland Park revitalization also afforded HACM the opportunity to implement an innovative program in the area of education that we intend to replicate as part of the Westlawn transformation. Specifically, HACM's Education Initiative was piloted in the Highland Park community transformation. An Education case manager worked closely with all families to ensure that every school-aged child is on-track for academic success. Parents sign a lease addendum agreeing to ensure their children attend school and participate in the program. From 2006 to 2014,

almost 100% of the program participants have stayed in school rather than dropping out and overall 91% have graduated high school on time compared to the overall Milwaukee Public School graduation rate of 69%. The Education Initiative was featured in the “Rethink-Why Housing Matters” campaign (<http://rethinkhousing.org/fosters-education>), showing how it has positively impacted the academic success of children.

To achieve these outstanding results, HACM secured and integrated a range of public and private funding sources, including \$1.2 million in leveraged resources from 18 partners.

HACM and its partners have been able to maintain and sustain most supportive services and resources at Highland using other funding after the grant ended in 2008. To that end, HACM constructed a Neighborhood Network Center that remains active, serving about 200 annually, including an after-school homework help program. The service coordination and case management services for seniors and persons with disabilities continue at the Highland Gardens midrise building. Employment rates through 2014 have only decreased slightly during the recession and household income has remained stable. HACM has also sustained the Education Initiative at Highland and expanded it to other homes in the neighborhood surrounding Highland so that it now serves a total of 134 families and 392 children.

C.5 Capacity of Principal Education Partner

The Principal Education Partner, Milwaukee Public Schools (MPS), has been providing high quality education to Milwaukee’s children since 1846. In 2013-14, MPS served 78,502 school-aged children, which is 63% of the school-aged population in the City of Milwaukee.

Example of MPS’ High Quality Early Learning Programs: The **Byron Kilbourn School** offers an early childhood to 5th grade program and has morning and after-school programming, offering students an option to be in a safe learning environment from 6:00 AM to 6:30 PM weekdays. Kilbourn uses a “Mindful Learning” approach, which calms students and promotes focus. The

Godfrey Law Firm has “adopted” the school and provides school supplies and volunteer time. Students from Rufus King High School, a college preparatory school, provide one-on-one tutoring sessions. Kilbourn also operates “Camp Kilbourn” a day care program that accepts children who are 2 years of age and above as well as Head Start, providing a seamless transition from day care to early childhood enrichment to the K-4 level.

Examples of MPS’ High Quality K-12 Programs: The **Ronald Wilson Reagan Middle and High School**, created in 2003, offers personalized programs and education that increase graduation rates. Student population has increased over time due to the school’s sterling reputation and growing demand for the challenging IB academic program. Reagan IB has received numerous awards since its inception including: Wisconsin School of Promise (2009), Wisconsin School of Merit (2012), America’s Most Challenging High School (*The Washington Post*, 2012/2013), and America’s Best High School (*US News & World Report*, 2014 Gold Award Winner).

Carmen High School of Science And Technology - South Campus is an MPS Charter School, commissioned and supported by the MPS Administration.. Indicators of Carmen’s success include the fact that 92% of Carmen’s first graduating class went to college. To date, 82% are still pursuing higher education. Carmen High School of Science and Technology, South Campus ranks 7th out of all public high schools in Wisconsin, according to the *U.S. News & World Report’s* prestigious 2014 Best High School rankings.

School Improvement: In February of 2014, the administration developed and implemented two processes to assist in transforming persistently low performing schools into high performing schools: The School Quality Review (SQR) process and the Commitment Schools competitive grant application process. The SQR format included questionnaires, observation tools and matrices to identify a comprehensive picture of individual school needs. SRQs outlined the strengths and opportunities for improvement, aspirations of the school community and identified resources. The

findings are now a key element in MPS' ongoing effort to provide instructional, operational and leadership support to specific schools. Forty-eight (48) schools received Commitment School support (\$100,000 of Title I funding for 3 years). The implementation of the Commitment School plan involves the following: the schools are led by a Regional School Improvement Specialist and each school is given the flexibility to try approaches that are independent of District initiatives. While the goals of the Commitment School must be aligned with District goals, each school has goals that are reflective of the needs of its students and the surrounding community.

C.6 Overall Community Involvement

Washington Park (Lead Applicant): The Washington Park Comprehensive Plan is an outgrowth of a neighborhood-based planning process organized during 2002 and 2003 by the entire group of Washington Park Partners (WPP), which included representation from both the City and a number of development and nonprofit organizations. Original planning meetings in 2002 and 2003 included eight task force meetings and a public meeting. In developing the Comprehensive Plan in 2005-2006, the City held meetings with the full WPP group and their Plan Advisory Committee, and the City led two public open houses to solicit further input. At these open houses, residents were asked to provide comments on design, development opportunities, circulation, and visual character.

Walker's Point/5th Ward (Lead Applicant): The original comprehensive area planning process in 2009 included over 10 community meetings, 3 focus groups and design charettes for catalytic project areas and two public open house events to provide a blueprint for the neighborhood. During the strategic land use planning process, the City, with the Walkers Point Association, hosted over 7 focus groups to discuss housing, commercial/industrial land use, parking/quality of life issues and several stakeholder interviews, with over 250 residents, owners and developers participating. The Walkers Point strategic plan will be unveiled in spring 2015.

Menomonee Valley (Neighborhood Entity): The planning process included workshops held

that included area businesses, neighborhood groups, residents and city officials to determine opportunities and challenges, detailed interviews of key persons (stakeholders) and a survey of businesses. After the publication of the initial plan, stakeholder input continued to be obtained and used to refine the plan as redevelopment progressed over the next decade in the Valley.

Beerline B (Neighborhood Entity): Six public meetings were held to discuss the plan and obtain feedback from stakeholders, including major landowners, representatives of neighborhood groups, businesses, agency representatives, and the general public. Input from these public meetings was incorporated into the final plan.

Lapham Park (Housing Entity): During the 12 months that led up to the revitalization of Lapham Park/Townhomes at Carver Park), more than 34 meetings with residents, neighborhood residents, and other community stakeholders were held to discuss and refine the revitalization plans. Neighborhood residents and businesses, such as those from the bordering Halyard Park, were invited to meetings to discuss the revitalization and provide input.

Westlawn Gardens (Housing Entity): In 2009, HACM held a number of meetings for public agencies, neighborhood organizations and other stakeholders, and residents regarding the overall master plan for Westlawn redevelopment. In 2010, the redevelopment plan for the now completed eastern portion of the Westlawn site was prepared during a 9 month process that involved numerous public hearings and meetings (more than 34 meetings) with a wide array of neighborhood stakeholders.

Highland Park (People Entity): From 2001 to 2002, more than 20 meetings, including 9 public meetings, were held with residents and neighborhood leaders and stakeholders regarding the revitalization of the Highland Park neighborhood. The community input created several changes to the plan such as changes in the unit mix to accommodate larger families.

Name of Exhibit:
**Narrative Exhibit D:
Need**

Applicant:
City of Milwaukee

Name of File:
NarrativeExhDNeed

EXHIBIT D: NEED

Current Rehabilitation Costs: The estimated rehabilitation cost for all units based on the Physical Needs Assessment is \$39,766,091. (Please see Attachment 33).

Structural Deficiencies: Westlawn's many structural deficiencies are detailed in Attachment 34. In 2010 HUD approved the demolition of the 332 units on the east side of Westlawn. The remaining 394 units on the west side of Westlawn were built in 1952 at the same time and have the same structural deficiencies as those that were demolished. The following are the most significant issues at the site:

- *Water infiltration.* Drainage problems and leaky basements are chronic issues causing deterioration and structural damage to concrete and wood, including regular and widespread moisture exposure to exterior and foundation walls and a multitude of conditions consistent with mold growth, many of which were identified in the 2014 PNA by EMG of Hunt Valley, MD. Remedial actions to address water infiltration, including sump pumps and pits, have repeatedly failed to correct this condition that is the direct result of fundamental site preparation and building design flaws that cannot be cured by remedial actions. The electrical service panel is attached to the foundation walls and is subject to water infiltration creating a potentially hazardous condition.
- *Deteriorating site utilities.* The combined storm water and sewage laterals have become increasingly deteriorated over time, and the poor soils of the filled wetland that once occupied the site have eroded.
- *Overburdened electrical system.* The system is old and overwhelmed by modern demands. Some of the service panels are located near foundation leaks where standing water pools.
- *Leaky plumbing.* Westlawn's plumbing systems are old, mostly original- dating from the 1952 construction, and inefficient. The water supply and drain pipes have been repaired many times and in many locations corrosion has made repairs impossible.
- *Heating:* Heat distribution is not balanced because of single heating zones in the two-story houses

resulting in lack of tenant comfort and inefficient use of heat. The site is serviced by one central gas meter, providing no incentive for residents to use efficiently, and gas consumption can only be tracked at the development level.

Design Deficiencies: Westlawn’s many design problems, detailed in Attachment 35, include:

- *Inappropriate site layout.* Westlawn’s barracks-style buildings and disconnected super-block configuration resemble nothing in the surrounding area.
- *Inadequate unit size.* Westlawn’s units are small and poorly-configured, with inadequate dimensions throughout. They range from 541 square feet for a One Bedroom to 1,048 square feet for a Four Bedroom Townhouse – well below more typical 650 to 1500 square feet norms. The units also have inadequate natural lighting and ventilation, lack of storage, and interior stairs that are narrow, steep, and poorly placed, cutting into the already limited space.
- *Indefensible space.* The site’s outdoor space is largely undifferentiated, with undefined edges and a scale that makes monitoring impossible. Parking is remote from the units – both inconvenient and a safety issue. There are barely 200 parking spaces for 394 units. This count combined with the remote and consolidated locations of those spaces leads current residents to park on-street, even though the current streets are not technically designed to accommodate on-street parking. The fronts and backs of units are virtually indistinguishable, and there are no “eyes on the street.”
- *Lack of accessibility.* There are no fully 504 compliant units at Westlawn, despite the fact that 16% of the current residents are disabled. HACM has tried to create accessible routes by adding ramps, but they are ad hoc and non-compliant. Obstructed and missing accessibility routes were repeatedly identified in 2009 inspections.
- *Significant utility expenses.* Westlawn’s utility expenses are comparatively high, due largely to: poor insulation and air-sealing; lack of individual gas or electric meters; and single heating zones within the units, leading to inefficient use of heat and lack of tenant comfort.

Name of Exhibit:
**Narrative Exhibit E:
Neighborhood Narrative**

Applicant:
City of Milwaukee

Name of File:
NarrativeExhENEighNarrative

EXHIBIT E: NEIGHBORHOOD NARRATIVE

Neighborhood Data: The Westlawn neighborhood CNI boundaries include four census tracts, Milwaukee County Tracts 12, 13, 18 & 19, and part of census tracts 11 and 20. The north border is W. Mill Road, the south border is W Villard Avenue, the east border is N Sherman Boulevard, and the west border is N 76th Street.

Demographics: The estimated 2013 population is 12,756 persons, which includes 8,662 (68.7%) African-Americans, 1,812 (14.2%) whites, 1,585 (12.4%) Asians, and 503 (3.9%) Latinos. This compares to a City of Milwaukee breakdown as follows: 37% African-American, 38.9% white, 3.6% Asian and 17.3% Latino. Females comprised 55.8% of the neighborhood population and males 44.2. This compares to a Milwaukee City breakdown of 52.1% female and 47.9% male. Thirty-seven percent (37%) were under the age of 18 and 6.9% were 65 years of age or older. This compares to Milwaukee City with 26.9% under the age of 18 and 9.2% of the population who were 65 or older. Median household income in the Westlawn neighborhood ranges from \$23,382 (tract 18) to \$38,928 (tract 19), which compares to a Milwaukee City median of \$35,467. The median household income for the Westlawn development is only \$16,640, much lower than that of the overall Choice Neighborhood. The number of employed individuals is 5,901 compared with a total in the labor force of 7,382, indicating an unemployment rate of 20%, compared to the City's overall rate of 14%. The percentage of people whose income is below the poverty level ranges from 13% (tract 20) to 49.6% (tract 18), compared to 29.1% for the City of Milwaukee.

Crime: The Milwaukee Police Department (MPD) reports crime statistics by district. Westlawn is located in District 4, which includes the entire northwest side of the City, roughly 30% of the City. For the twelve months ending December 30, 2014, MPD reported 6,780 Group A offenses in the District or 71.9 per 1,000 residents. This compares to a citywide rate of 68.6 offenses per 1,000 residents. For the previous 12-month period (January 1, 2013 through December 30, 2013)

6,727 Group A offenses were reported in the District or 71.34 per 1,000 residents. The Citywide rate for 2013 was 72.9 offenses per 1,000 residents. (Source: Milwaukee Police Department). As the data indicates the incidences of crime in the Westlawn district has changed little over the two-year period while the overall rate of crime in the City is down slightly.

Schools: The Westlawn neighborhood includes five schools, two of which are in Westlawn Gardens: Browning Elementary, which is a public school through 5th grade, with 342 students, and Banner Preparatory, which is an alternative school for students referred by Milwaukee Public Schools (MPS), with 198 students. Browning, which is attached to the Silver Spring Neighborhood Center (SSNC) partners with SSNC on wraparound programming. . Kilbourn Elementary, another Milwaukee Public School, is in the Choice Neighborhood just south of the Westlawn Housing Development and has 264 students through 5th grade. Kluge Elementary (MPS) is located two blocks north of the Westlawn development and is a public school through 5th grade with 386 students. The fifth school in the Choice neighborhood was a school identified by MPS for improvement: Northwest Secondary School (6-12th) with 900 students. As part of their transformation plan, MPS closed Northwest as a failing school at the end of the 2012-2013 school year and replaced it with a high quality MPS charter middle/high school, Carmen School for Science and Technology.

Housing: As of 2013 there were an estimated 7,220 housing units in the Westlawn neighborhood, 41% of these were reported as owner-occupied and 59% were reported as renter-occupied. This compares with an overall owner-occupied rate of 43.7% in the City of Milwaukee. The neighborhood immediately surrounding the Westlawn Housing Development is primarily residential, with the exception of retail along its northern (Silver Spring Drive) and eastern (North 60th Street) borders. The residential areas are primarily single-family homes, with some smaller (2 to 16 unit) multi-family properties and a few larger (20+ unit) multi-family properties. The single family inventory is primarily made up of smaller homes built in the 1950s and 60s, with a few in-fills

and rebuilds from later years. Eighty-eight percent (88%) of the housing stock was built prior to 1980 and 66% was built prior to 1970. The inventory is generally in fair to good condition. Approximately 11% of the housing units were vacant as of 2013, which is nearly twice the rate found in Milwaukee County as a whole. In 2013 the median value of owner-occupied homes in the Westlawn neighborhood was estimated to be \$87,425. Eighty percent (80%) of the households in owner-occupied homes have resided in the home more than four years and 17% have resided in the home more than fourteen years. (*Source: 2009-2013 American Community Survey data*).

Housing Market: As of the January 31, 2015 there were 49 residential units on the market for sale within one-half mile of the Westlawn Housing Development. These homes ranged in price from \$5,000 to \$115,000 with a median price of \$45,000. The median asking price is approximately 10% higher than it was at the time of our last market update (July 2013). Typically the homes on the market are single-family, two or three bedroom, one-bath houses in the 1,000 to 1,200 square foot range with a detached garage. Most were constructed in the 1950s, with a few as early as the 1930s and as late as the 1970s. Of the 49 homes on the market, 18 (36.7%) were foreclosures. (*Source: Greater Milwaukee MLS*). The median asking price for homes on the market (\$45,000) is significantly lower than the median value of owner-occupied homes as reported by the Census Bureau (\$87,425), due in part to the effect that foreclosures and pre-foreclosures (including so-called "short-sales") continue to have on the for-sale market. As the number of foreclosures declines, we expect to see this gap narrow.

In Milwaukee County as a whole, the number of existing homes sold dropped by 2.7% from 2013 to 2014 but the average sales price increased 5.7% from \$141,588 to \$149,607. (*Source: Greater Milwaukee Association of Realtors*). The pace of sales is expected to pick up in 2015 and, in fact, December 2014 Metro-wide sales were 6.6% higher than the previous December.

Vacant Land: There is virtually no vacant land for development in the Westlawn

neighborhood, with the exception of some industrial land and HACM-owned land in Westlawn Gardens that is proposed for development as part of this Transformation Plan. However there are parcels available for, and in need of, redevelopment.

Foreclosures: Like most cities in America, Milwaukee is still grappling with the foreclosure crisis that began in the late 2000s. The good news is that the rate of foreclosures in Milwaukee has consistently been lower than the Nation as a whole and the number of new foreclosures in the city is down significantly. (*Corelogic* reported the foreclosure rate in Milwaukee at .95 percent in October, 2014, a 35% drop from one year earlier, and much lower than the nationwide rate of 1.52% for the same month). Having said that, approximately 1,200 homes in Milwaukee remain in City ownership and another 1,400 are bank-owned. Fortunately, the City has and continues to take firm actions to address this problem. In 2014 the City committed \$11.7 million for its Strong Neighborhoods Program with a goal of selling 350 homes in its inventory and demolishing another 300. (*Source: Milwaukee Journal Sentinel, "Milwaukee Struggles to Get Ahead on Foreclosures,"* April 4, 2014). While a good start, more resources will be needed to eliminate the backlog created by the nationwide housing crisis. The Westlawn neighborhood has 53 bank-owned foreclosures, 88 pending bank foreclosures, and 280 tax delinquent properties 54 are 2 years delinquent, which means they will foreclose this year unless paid; 181 are 1 year delinquent - but that will soon be 2 years delinquent if the 2014 taxes were not paid by January 31, 2015; and the remainder are at least 3 years delinquent.. This means at least 28% of the parcels in the neighborhood are tax delinquent, and that number will likely be higher when the 2014 delinquency figures are released. (Source: City of Milwaukee)

Neighborhood Description: The Westlawn neighborhood is over 1,900 acres and located approximately seven miles northwest of downtown Milwaukee. According to its residents, it is “ten minutes from everything”. Housing accounts for 35% of the area, followed by parks/forests (20%) public right-of-way (20%), and commercial/industrial (17%). There is an Army Reserve Center on

approximately 120 acres, with some buildings have been designated as surplus but not available for development. The original Westlawn public housing development contained 726 units on approximately 75 acres and was the largest public housing development in Wisconsin. Constructed in 1952, Westlawn was the third traditional low-income public housing development built in the city of Milwaukee. At the time of its construction in 1952 there were very few homes in the entire area surrounding Westlawn Housing Development. The neighborhood, in essence, grew up around Westlawn soon after it was built as part of the post-World War II boom. Over the years, the ethnic background of the neighborhood has changed. While primarily white when the neighborhood was built in the 1950s, in the 1970s whites began to relocate to suburbs and middle class African Americans began to move into the northwest side of Milwaukee to escape the central city.

Silver Spring Drive is one of several major east/west thoroughfares in the City of Milwaukee and is the main gateway to the neighborhood. Most of the retail serving the neighborhood is directly north of Westlawn along the north side of Silver Spring Drive, between North 60th and North 64th Streets, with additional including strip commercial along the north side of Silver Spring (AutoZone and McDonalds) just east of 60th Street and an Aldi's grocery store at the southwest corner of the neighborhood. While this store is a valued asset in the community, the fact is that this small grocery store cannot begin to meet the needs of the community with regard to the lack of fresh, healthy produce. Most of the retail in the area is occupied by local small businesses or franchises of national brands. The existing retail does not meet the community need and desire for a full service grocery store and other neighborhood serving retail. Prior to 2010, as shown in Attachment 22 (Pictures), the neighborhood, especially the retail strip along Silver Spring Drive, experienced significant disinvestment with little new capital being invested. In 2008, the Greater Mt. Sinai Church of God in Christ opened a new facility on North 60th Street across from Westlawn Gardens. In 2010, the Business Improvement District invested money into enhancements along Silver Spring Drive

including extensive landscaping, use of decorative paving and lighting, additional trees, fencing and signage. However, the catalyst for much of the other reinvestment into the neighborhood has been HACM's investment of more than \$75 million into the new units constructed on the eastern half of Westlawn, "Westlawn Gardens". Recently, the City has added bike lanes to Silver Spring Drive, providing more connectivity to the rest of the city and making it safer for those who use bikes, and Milwaukee County added two bus lines to provide better access to suburban jobs for Milwaukee residents. A previously dilapidated strip retail area on the southeast corner of 60th and Silver Spring with a reputation for the largest amount of drug sales in the city has been transformed into a more attractive AutoZone location with an improved façade and appearance. Also, the House of Corned Beef has invested in a previously boarded-up restaurant.

Housing Description and relationship to Neighborhood: Originally, Westlawn consisted of 726 units in 149 buildings with a unit size breakdown as follows: 181 1BR (24.93%); 326 2BR (44.90%); 181 3BR (24.93%) and 38 4BR (5.23%). Westlawn was constructed in the style of the day for large, family public housing communities in the 1940s and 1950s: monolithic and monochromatic barracks-style buildings arranged in a superblock style that isolated it from the rest of the neighborhood. The buildings became antiquated both in design and functionality. The development is severely distressed as demonstrated in Exhibit D. As stated previously, the neighborhood immediately surrounding Westlawn is primarily residential, with a large percentage of single family homes, some smaller (2 to 16 unit) multi-family properties and a few larger (20+ unit) multifamily properties. The single-family inventory is primarily made up of smaller homes built in the 1950s, with a few in-fills and rebuilds from later years. Very little of the inventory is vacant. There is a concern that foreclosures could hurt property values and lead to further disinvestment.

The Westlawn development itself has presented the biggest challenge to the neighborhood's health and stability, with its overwhelming and negative physical presence and its high concentration

of poverty and lack of racial/ethnic diversity. Many of the neighborhood residents, especially those to the south of the Westlawn Housing Development, perceive it as a problem for the neighborhood. In fact, portions of the southern boundary of the Westlawn Housing Development actually have barriers constructed dividing it from the surrounding neighborhood. In 2009, HACM went through a comprehensive planning process and adopted an overall master plan for the transformation of the property. Consistent with the recommendation from the market assessment, a decision was made to develop the eastern portion of the site first, to stabilize it and build the foundation for greater economic integration and the introduction of market rate housing on the western portion when developed. HACM received Low Income Housing Tax Credits (LIHTC) to develop 250 units on the eastern half. By the end of 2011, all of the existing residential buildings (332 units) on the eastern half of the property had been demolished and as of the end of 2012, construction had been completed on 250 replacement units, which are 100% occupied. The replacement units consisted of two three-story elevator buildings containing 47 units each (one restricted to seniors, 55 and older), and 156 units in various configurations of three-, four-, five- and six-unit buildings.

People Narrative: The demographics of the neighborhood are described above, and those of the current public housing residents are described in Exhibit H (People Strategy). In general, residents of the Westlawn Housing Development are primarily single female heads of household, with a higher percentage of African Americans (98% vs. 69% in the entire neighborhood). Westlawn households are also much poorer than the surrounding neighborhood, with a median household income of \$15,548 compared to between \$23-38,000 in the Westlawn neighborhood. Among the most important needs identified during the resident survey were: (1) better opportunities for jobs: only 46% of Westlawn households have employment income; (2) health – while many claimed connection to a regular doctor, they also reported a number of chronic health issues; (3) better educational options for their children;

The Westlawn Choice Neighborhood has a number of strengths and assets to build upon in the Transformation Plan:

- **Silver Spring Neighborhood Center:** The Silver Spring Neighborhood Center (SSNC) has been a stabilizing presence for Milwaukee’s northwest side and the Westlawn neighborhood since its founding as a settlement house in 1958. See full description in Exhibit I.4.
- **Growing Power:** Located five blocks east of Westlawn Gardens, this award-winning program is carrying out an innovative agenda of creating “community food systems” – producing healthy and affordable foods in urban environments. See full description in Exhibit I.4.
- **Milwaukee Job Corps:** The Job Corps site is located on twenty-five acres at 6665 N. 60th Street (60th and Green Tree Road), less than 1.5 miles from Westlawn Gardens. The Center, funded by the U.S. Department of Labor, provides free education and career technical training programs for young people ages 16 through 24. The Center is an important new resource to the neighborhood.
- **Comprehensive Job Center:** There are two Comprehensive Job Centers in the City of Milwaukee. The one closest to Westlawn is located at 1915 N. Dr. Martin Luther King Drive and is seven miles from the center of the Westlawn Choice Neighborhood
- **Transportation:** Westlawn is located on the major arterial of Silver Spring Drive and is well served by the Milwaukee County Transit System (MCTS) with three major bus routes passing thorough or adjacent to the development. These routes connect to many of the major employment hubs of the metropolitan area as well as the University of Wisconsin-Milwaukee campus and the Bayshore Regional Shopping Center to the east on Silver Spring Dr.
- **Carmen High School for Science and Technology:** In 2013-14, MPS closed the failing Northwest Secondary School and replicated an established, high quality charter middle and high school, Carmen, in the neighborhood. As described in Exhibit H, this will add a quality option for neighborhood children to bridge the transition from elementary school to college or career.

Name of Exhibit:

**Narrative Exhibit F:
Neighborhood Strategy**

Applicant:

City of Milwaukee

Name of File:

NarrativeExhFNeighStrategy

EXHIBIT F: NEIGHBORHOOD STRATEGY

F.1. Overall Neighborhood Transformation Strategy

The overall strategy for the Westlawn CNI Neighborhood builds on the existing neighborhood assets, relative expertise of the Principal Team Members and other partners, the existing transportation network and establishes the framework to provide diverse housing options, safety, high performance schools, high quality retail and community amenities to create a well-connected, sustainable neighborhood where people want to live, learn, work and recreate. The Redevelopment Authority of the City of Milwaukee used information about, and input from, residents, stakeholders, and private and public sector organizations to develop this strategic plan that builds on community assets. This Strategy is designed to revitalize the Westlawn neighborhood into a vibrant mixed-income, mixed-use community by reducing the concentration of poverty and lack of diversity, stabilizing the residential neighborhood, increasing median home sales prices, and to be a catalyst that will eliminate disinvestment and increase capital investment in the neighborhood. The Neighborhood Strategy consists of the following components:

Revitalize the Westlawn neighborhood into a vibrant mixed-income, mixed use community:

This will help to reduce the concentration of poverty and lack of diversity, stabilize the residential neighborhood, increase median home sales prices, and be a catalyst that will eliminate disinvestment and increase capital investment in the neighborhood.

- **Improve Retail Options:** Despite having a major east-west commercial corridor as a neighborhood asset, the mix of retail uses is limited and the residents would like to see a wider choice of goods and services in the immediate vicinity, including a grocery store, or small public market to provide fresh produce. RACM has been working on this goal with both HACM and Havenwoods Economic Development Corporation (HEDC) through its Business Improvement District, located north of Silver Spring Drive. HEDC is home to over 250 businesses and in partnership with the City

of Milwaukee's Healthy Neighborhoods Initiative, has a shared interest in facilitating improvements to the Silver Spring Dr. corridor and attracting a wider mix of businesses and services to the area.

In part, this will be accomplished through leveraging the revitalization of Westlawn as a catalyst-removing a significant impediment to quality retail development. It will also be accomplished by securing financing. For example IFF, a community development financial institution (CDFI) has funding available for healthy food access projects. RACM will work to partner with this funding source to attract prospective operators of a full service grocery store/small public market in the neighborhood. DCD will work to improve the physical condition of existing commercial retail along Silver Spring through the facade improvement program and has committed \$50,000 for a cluster pilot program which provides matching funds to businesses to renovate and improve the appearance of their buildings.

- **Leverage the retail commercial space on the Westlawn site:** Another component of the retail strategy is to leverage the retail development proposed in HACM facilities as part of the Westlawn site revitalization to incentivize the location of new retail commercial businesses along Silver Spring Dr. through favorable rent structures and/or other mechanisms. Mixed-use buildings are proposed along this corridor which will provide for retail commercial ground floor uses with residential uses above. These buildings offer flexible spaces that can be resized to meet the market and offer opportunities for live-work resident-owned businesses. In addition the Master Plan for the Westlawn site includes a parcel located at 60th and Silver Spring that is set aside for a grocery store/public market. The grocery store will be located on the first floor, with a demo kitchen and individual spaces for rent to small business owners. Development at this key location will have a highly visible and positive impact on both commercial and residential portions of the neighborhood.

- **Improve and stabilize housing:** This will help to reduce the concentration of poverty and lack of diversity, stabilize the neighborhood, increase median home sales prices, address foreclosures and

vacant lots, and be a catalyst to stem disinvestment and increase capital investment. In addition to the efforts identified in the Housing Strategy, the City is engaged in a number of activities described below, and is working with HACM and its co-partners to provide a comprehensive approach to maximize the positive effects of investment to improve housing in the neighborhood.

The Strong Neighborhoods Initiative is the City's comprehensive effort to address the impact of tax foreclosures and stabilize the neighborhoods. The initiative includes activities around foreclosure prevention, blight removal, neighborhood revitalization and vacant lot reuse. The City has committed \$2.3 million to help with acquisition of city-owned tax foreclosed properties for home ownership, transform vacant lots into neighborhood amenities and provide low interest loans to existing property owners for essential home repairs.

The Healthy Neighborhoods initiative (HNI) is a partnership between the City, HEDC, and the Greater Milwaukee Foundation to strategically revitalize neighborhoods by providing financial and home buying education, acquiring and rehabbing homes for sale to owner occupants, and working with various organizations, such as Rebuilding Milwaukee Together, to coordinate home repair assistance for elderly and disabled residents in the Westlawn neighborhood. HEDC will continue to host a financial literacy boot camp for potential homeowners needing assistance with credit, the home buying process, and budgeting.

HEDC will also be applying to become a designated Targeted Investment Neighborhood (TIN) within the proposed Choice Neighborhood, making rehab dollars and enhanced city services accessible. TINs implemented in the Choice neighborhood in the past led to \$900,000 in private home rehab investment.

- **Improve Neighborhood Amenities**

Transportation: Milwaukee County Transit System (MCTS) has expanded its transit service to provide better connections between residents of the City of Milwaukee and the suburbs. The

Department of Public Works (DPW) has also committed to resurfacing N. 60th St. from Florist to Mill Rd, at the cost of \$3.04 million. They will also be reconstructing N. 76th St from Grantosa to Florist, committing \$3.6 million toward that street project. Further, WE Energies, the regional energy service provider, will be investing \$989,000 to support a new natural gas and electric distribution system from 64th to 68th Street in the Westlawn Housing Development and installation of individual meters and resident paid utilities. In addition, WE Energies continues to upgrade services within the Westlawn CNI Neighborhood, including a \$1.3 million electric project in McGovern Park, a \$1.7 million electric project that runs through the CNI Neighborhood, and a \$1.8 million gas project on Silver Spring Dr.

• **Improve Parks:** There are 335.1 acres of County and State park land in the Westlawn CNI Neighborhood. While these parks are significant assets for the neighborhood, there are areas in need of improvement. Milwaukee County Parks will be upgrading and improving the existing basketball courts in McGovern Park, located on the east side of the CNI neighborhood. HEDC is working with the State to add a bike trail through the Havenwoods State Forest, on the north side of the CNI neighborhood. Growing Power is fundraising for a future five story vertical garden at its current location that will provide additional growing area for crops, educational facilities and a demonstration kitchen to further its mission as a local and national resource for learning about sustainable urban food production. Collectively, these amenities will improve the livability in the Westlawn Neighborhood. Additionally, at the Westlawn Housing Development, a water playground that will include a splash pad developed in response to repeated requests from residents for a pool will be constructed as part of this Transformation Plan.

• **Enable Tax Incremental Financing (TIF):** To date, the City of Milwaukee has used TIFs to finance approximately 65 economic development projects. The Department of City Development (DCD) will continue to explore the possibility of creating a tax increment district (TID) and a TIF

plan for the Westlawn neighborhood. With a TIF, as the city and/or developers make improvements in the district, the increase in property taxes will be dedicated to fund improvements in the District, thus allowing the CNI neighborhood to “self-fund” its continued improvement.

- **Reduce potential negative impacts of foreclosures in the Choice Neighborhood:** While Exhibit E shows that the rate of foreclosures in the neighborhood has slowed (only 6 vacant homes in December 2014), any foreclosure can have a devastating impact on a neighborhood and on property values and quality of life. Foreclosed homes can easily become an eyesore and a safety issue, and more than one foreclosure in an area can severely impact property values, and the perception of the neighborhood as a desirable place to invest. To prevent this, RACM will work to stabilize the residential portions of the Choice Neighborhood through collaboration with developers, including HACM, and non-profit organizations. Through its Homeownership Program HACM has bought, renovated and resold residences in the neighborhood as a proactive effort to prevent neighborhood deterioration, and will continue this process with the CNI grant.

- **Reduce and prevent crime:** RACM will work with HACM, MPD and Havenwoods Economic Development Corp. to create Neighborhood Watch groups and to implement other strategies to reduce and prevent local crime, as described in F.3 below. While enhanced city services and neighborhood management have been significant strategies for the transformation of the community, an additional layer of coordination has been added. The Community Prosecution Unit (CPU) is a consortium of city leaders, city department supervisors, lead organizing agencies, and social service agencies that is funded through a variety of sources. The consortium comes together weekly to implement plans to better serve the community. The CPU is addressing code violations, crime trends, quality of life issues, and assisting in the formation of neighborhood block watch groups in the Westlawn neighborhood.

Create cluster businesses: RACM will work to create cluster businesses surrounding the

fresh food initiative led by Growing Power, to promote activities that will serve residents, such as a weekly farmer's market or co-op for residents to sell produce from their community garden or other goods. RACM is including \$1m in the CCI budget for a revolving loan fund that is being matched with \$500,000 from the Wisconsin Women's Business Initiative, which provides support and assistance for small business development, continuation and expansion.

Build Community Spirit: Use community gardens and park projects as catalysts to build networks, create block clubs, increase resident participation in community activities and develop a positive community spirit. The KaBOOM! Park project described in Exhibit I is an example of the positive outcomes of this approach. The following is a summary of how these strategies will impact outcomes for the Neighborhood Strategy (crime outcomes are addressed in F3 below):

Outcome	Transform neighborhoods of poverty into sustainable mixed-income neighborhoods with access to well-functioning services, schools, public assets, transportation, and jobs
Needs Assessment Results	<ul style="list-style-type: none"> • Neighborhood currently has 32.8% of families with incomes below poverty • Neighborhood currently has 85% of residents who are racial/ethnic minorities • Neighborhood currently has 41% owner-occupied homes • Neighborhood currently has 53 bank- and 6 city- owned, vacant foreclosures • Median homes sales price of \$45,000 in CNI Neighborhood • Unemployment rate in CNI Neighborhood is 20% • There are currently 14 businesses/service providers located within one mile of geographic center of target area
Metrics and	<ul style="list-style-type: none"> • % of families with annual incomes below poverty (goal of 25%) • % of target area residents who are racial/ethnic minorities (goal is 80%)

Expected	<ul style="list-style-type: none"> • % of target area homes that are owner-occupied (goal is 48%)
Results	<ul style="list-style-type: none"> • Decrease foreclosures in neighborhood from 53 to 20 • Median home sales price (goal is to increase to by 20% to \$54,000) • Increase the # of businesses/service providers or help to facilitate the expansion of existing businesses located within the CNI neighborhood (goal is 4 additional amenities, including the grocery store/public market, representing a broader range than currently exists) • Increase recreational amenities within the neighborhood (goal is to build a water playground at Westlawn gardens, increase the number of pocket parks and community garden plots, and increase access to biking through a bike station and/or expanded bike routes) • # of commercial businesses receiving facade grants (goal is 4 existing commercial buildings) • Decrease neighborhood unemployment by working to increase employment of Westlawn Housing Development residents. • Rehab at least 50 homes in the Westlawn neighborhood and provide employment/training opportunities for the neighborhood residents

F.2 Critical Community Improvements Plan

Critical community improvements that the City intends to fund with Choice Neighborhoods grant funds consist of four general strategies: 1) financing for commercial and economic development projects, which includes a commercial and small business support revolving loan fund, 2) Healthy Neighborhoods activities, 3) housing stabilization program, and 4) Placemaking projects, which include a water playground that is being developed in response to residents’ repeated requests for a

pool. These initiatives are described in more detail below.

1. Financing for Commercial and Economic Development Projects

Retail development:

One of the largest needs and goals for the neighborhood is improving the quality and type of retail options available to the Westlawn CNI neighborhood. The transformation of Westlawn Gardens has already served as the catalyst to transform a previously dilapidated commercial development on the southeast corner of N. 60th St and Silver Spring, with a reputation for drug sales, into a more attractive AutoZone with an improved facade and appearance.

Retail facade, landscaping and streetscape grants: Efforts to continue to enhance the appearance of existing retail businesses and provide/attract high quality retail tenants will be achieved through the Silver Spring Facade Cluster program. HEDCs neighborhood's Resident Advisory Committee has targeted the Silver Spring Drive Retail as a neighborhood improvement project to improve the blighted retail corridor. HEDC has committed \$40,000, and DCD committed \$50,000 for a pilot program to provide matching funds to commercial property/business owners within the CNI neighborhood. The CCI budget includes \$300,000 of leveraged funds to complement the HEDC and DCD initiatives.

Development of Retail Spaces

The CCI budget includes \$1,620,000 for the development of retail spaces, and the Milwaukee Economic Development Corporation has committed \$2.5 million of their \$28 million allocation to assist in financing the retail space that will be developed on the Westlawn Housing Development. As noted in the Phasing Diagram (Attachment 39) first floor retail space will be developed along Silver Spring and 60th Street. This leveraging will allow RACM and HACM to improve retail options for the neighborhood and to provide additional incentives for other property owners to improve the quality of the retail and to upgrade their properties.

One of the specific retail services that has been requested by the residents of the Westlawn CNI neighborhood is a grocery store, or small scale public market that provides fresh food options. Even though Growing Power, which helps develop local healthy food programs, is one of the greatest assets in the Westlawn CNI Neighborhood it does not provide a retail outlet. . To address this deficiency the Westlawn Gardens master plan, identified a site for a 10 – 15,000 square foot grocery store/public market at the corner of 60th and Silver Spring Dr. RACM will work with a private developer to develop and construct the grocery store. It is anticipated that the building shell (ready for equipment and furnished build-out) will cost between \$1,000,000 and \$1,500,000, which is included in the CCI budget.

Commercial and Small Business Support

The CCI budget includes \$1,000,000 for commercial and economic development activities, including a revolving loan fund to provide additional resources to support the creation, maintenance, and expansion of businesses. The \$1,000,000 revolving loan fund includes a \$500,000 match from the Wisconsin Women’s Business Initiatives Corporation (WWBIC), which will administer the loan. WWBIC is an experienced, long-term partner of the City of Milwaukee and is also a Community Development Financial Institution. Since WWBIC was incorporated in 1987, they have loaned over \$34.7 million to 3,500 business owners, including four loans totaling \$120,000 in the Westlawn neighborhood during the past 3 years, helped entrepreneurs create and retain over 8,000 jobs and assisted 50,000 clients with business training and other services

2. Healthy Neighborhoods

The Healthy Neighborhoods Initiative is a partnership between the City of Milwaukee, HEDC, the Greater Milwaukee Foundation, and participating neighborhoods to promote positive images of City neighborhoods, improve housing stock, and build residents’ capacity to impact positive change in their neighborhoods. DCD is providing \$450,000 for the Health Neighborhoods Initiative.

3. Housing Stabilization Program

The CNI budget also includes \$180,000 for foreclosure/loan assistance that will be leveraged with \$2.3 million of City funds to implement foreclosure mitigation strategies and acquire/rehab foreclosed properties in the Westlawn neighborhood. These foreclosure mitigation strategies include training and mobilization of certified housing counselors, principal reduction, and other loan workout strategies aimed at preventing foreclosure before it happens, as well as partnering with banks and loan servicers to acquire and rehab bank-owned foreclosure properties.

4. Placemaking Projects

Residents of Westlawn would like additional outdoor amenity space and have repeatedly requested a pool. A Kaboom! Park has already been constructed along with a community garden, but there currently is no pool in the Westlawn neighborhood. There are many benefits to water play and a splash pad for will provide a fun high-energy activity for children and adults, and will be a gathering place for families throughout the community. The CCI budget includes \$400,000 for a water playground.

F.3 Public Safety Strategy

The Westlawn Housing Development is described by the Milwaukee Police Department (MPD) as an “island of tranquility” when analyzing crime incidents. As outlined in attachment 36, the three-year average for Part I Violent Crimes in the precinct/PSA (MPD District 4) for years 2011-2013 is 9.33 per 1,000 persons, compared to 12.76 for the entire City of Milwaukee. The most problematic area is east of the Westlawn Housing Development (in census tract 19) and just to the north.

Baseline and Expected Results: The recent survey of Westlawn residents indicates that 75% (182/244) feel the neighborhood is safe/very safe and 68% (117/172) of the residents are comfortable with allowing their children to play outside. 45% (110/245) of the residents responding indicate that they (as in many neighborhoods) felt a bit more uncomfortable walking alone at night. Most of the

real and perceived safety problems of residents will be addressed with the new development on the Westlawn site, since the design incorporates Crime Prevention Through Environmental Design (CPTED) principles (better lighting, open view of public spaces, strategic placement of shrubs/trees, direct access to dwellings, etc.), an evidence-based approach.

In the next 5 years, the Westlawn CNI effort intends to reduce the violent crime rate in the CNI neighborhood (as opposed to the entire District 4). The MPD and HACM Public Safety Department will accelerate efforts to connect Westlawn residents with those in the surrounding neighborhood and forge a more robust relationship with area retailers. In addition, we plan to increase the number of those who feel safe or very safe in their neighborhood from 75% to 85%.

Specific Activities: HACM has placed a high value on resident safety through a substantial investment in its Public Safety Department and its strong connection to, and collaborative efforts with, the MPD and the Milwaukee County Sheriff Department (MCSO). HACM has already started meeting with MPD to increase the level of beat patrols directly in the Westlawn neighborhood, especially during summer months. At its own expense, HACM has also provided additional bikes for beat patrol officers to allow them to spend more time in and around the Westlawn development. Community policing efforts, such as beat patrols, are an evidence-based strategy to decrease crime, and to improve community relations with police and to enhance the knowledge and intelligence that the MPD has of the community. At the neighborhood level, the Westlawn Resident Council and the new lease addendum will make it clear to residents that violence or other disorderly conduct is not acceptable in the new development. HACM will incorporate specific behavioral guidelines within the lease addendum and resident handbook which will clearly describe community standards to new residents. HACM's Public Safety officers do not have arrest powers but are able to respond to resident concerns 24/7. Public Safety staff get to know the residents, and are able to collect intelligence about potential criminal and disruptive activity in a non-threatening manner and then

share information with the MPD and/or the MCSD. For example, in 2009, HACM's Public Safety officers gathered "soft" intelligence about criminal activity bordering a public housing community from PHA residents. That information contributed to a Milwaukee High Intensity Drug Trafficking Area (HIDTA) sting. The end result was the arrest and conviction of 18 high-profile, violent, gang members. During the period of this grant, HACM public safety staff will continue this intelligence-gathering and coordination activity to supplement and enhance the efforts of MPD and MCSD. We will also work closely with MPD and neighborhood residents to assist in creating Neighborhood Watch groups as described below to help in monitoring and reporting incidents of crime.

F.4 Alignment with Existing Efforts

The Westlawn Transformation Plan is fully aligned with the City's Area Plans, the City's recently submitted Promise Zone application, Business Improvement District #31, the Silver Spring Action Plan, the Healthy Neighborhood Initiative, and is located within the Milwaukee Police District #4 Community Prosecution Unit boundary. The City's Area Plans were adopted by the Milwaukee Common Council as part of the City of Milwaukee's Department of City Development's (DCD) effort to formulate and implement planning recommendations for every neighborhood in Milwaukee. The Northwest Area Plan, which includes the northern portion of the CNI neighborhood was created after gathering information, analyzing other plans, interviewing community stakeholders, completing a community survey, and finalizing a market analysis that indicated a number of important trends relative to the Neighborhood Transformation Plan. Among the trends noted in the plan were a growing need for multifamily housing, and specifically the need for affordable rental housing. Many of the Plan's recommendations are reflected in the Westlawn Transformation Plan: more green and sustainable building, more vibrant and customer-friendly commercial corridors, and more walkable neighborhoods. The West Side Area Plan, which includes the southern portion of the CNI neighborhood, and the Westlawn site, cites the redevelopment of Westlawn as one of several

“catalytic projects” for the West Side area and backs it fully. It was chosen as a catalytic project for its ability to have a large, positive impact on the immediate and surrounding area in terms of job creation and other improvements to quality of life, its potential to leverage investments in the area and add long-term value to the property tax base, and its demonstrated partnerships between private sector businesses and community-based organizations.

ReFresh Milwaukee is a new strategic plan created by the Office of Environmental Sustainability for the City of Milwaukee to develop a sound environmental, economic and socially sustainable future for the community. The plan aims to implement sustainable projects and encourage citizens and businesses to engage in solutions that are economically, environmentally, and socially smart for our community. Many of the strategies outlined in the plan under sustainable building, including food systems (community gardens and fresh food access), resource recovery (composting), and water (storm water management) have been incorporated into the Westlawn Transformation Plan.

In addition to this alignment with broader planning goals for the larger community, the Westlawn Transformation Plan also reflects RACM’s collaborative work with both the City and the Havenwoods Economic Development Corporation, and the Plan’s alignment with their initiatives to address retail/business development and infrastructure, and expand employment opportunities in the immediate Westlawn area. The revitalized Westlawn will complement many of these other efforts in the target neighborhood, including \$1.2 million invested through the Havenwoods Economic Development Corporation for streetscaping, lighting, and facade improvements on Silver Spring Dr.(along Westlawn’s northern border), \$1.5 million of improvements to the Silver Terrace shopping center located at 58th and Silver Spring Dr. (2 blocks east of Westlawn), a \$13 million investment by the Milwaukee Metropolitan Sewerage District to reduce the flood risk for Westlawn, the new Autozone located across the street from Westlawn, and the continued efforts of the City of Milwaukee Department of City Development to ensure continued homeownership in the community.

F.5 Design

The design of a revitalized Westlawn is the result of an extensive and inclusive planning process, led by the nationally recognized design firm, Torti Gallas and Partners, working with two other design firms, Kindness Architecture + Planning and Entelechy. HACM and Torti Gallas led numerous planning meetings and charrettes with residents of Westlawn and the broader community. This cooperative effort combined firsthand knowledge of the community's physical history, opportunities and challenges with proven design skill and development expertise, producing a physical design that both emphasizes the principles of New Urbanism and reflects the best characteristics of traditional Milwaukee neighborhoods. Key components of the physical plan include:

- A mix of housing types, sizes and prices to match a variety of lifestyles with unit designs that are consistent with a Milwaukee vernacular and contemporary styles;
- A mix of people with a wide range of incomes, ages, ethnicities and abilities;
- A mix of uses, including housing, management, maintenance, and community supportive services, and retail uses.
- Densities and housing typologies that are consistent with the surrounding community and the site's location along a major arterial street with public transportation, and that are constructed to be sensitive to the historic vernacular character of the city;
- Plans that allow increasingly self-sufficient residents to buy homes in their community;
- Interconnected streets, community facilities and public open spaces that foster neighborhood connections, that address safety and security issues, and that better connect the neighborhood to its surroundings.
- High quality design and construction of replacement housing to market standards with no physical distinction between rental and for-sale housing at any income level;

Design that blends into and enriches the neighborhood and appeals to intended market segments. The site plan includes a series of new streets that connect with the surrounding grid, and residentially-scaled blocks, defined by apartments and homes with street-facing front doors, stoops, porches and defined front and back yards, like the community that surrounds the Westlawn site. The plan also includes a bioswale network that integrates Westlawn into its surroundings in a more complete and regular fashion. The homes have been designed to reflect the architectural traditions of Milwaukee and Southeastern Wisconsin, while also introducing more contemporary elements suggested by residents and city planners during the participatory design process. Particular care has been given to design homes to reflect individual character, style, diversity and massing that appeal to the local housing market. The interiors provide ample living spaces, modern appliances and energy efficient systems and materials that facilitate contemporary living.

Compact, pedestrian-friendly site plan. The plan includes a series of new streets that connect Westlawn to the surrounding street grid. The new streets create a block framework that complements the one- and two-story housing structures, with doors, porches and stoops facing the street and clearly defined front and back yards. A harmonious scale to the street frontage is created through variety in massing and detailing, promoting “pride of ownership” in the home and neighborhood for renters and homeowners. Streetscapes will be safe, pleasant, and pedestrian friendly, with a network of sidewalks and paths shaded by street trees. The site plan is compact and walkable, including a mix of uses – different housing types, open and recreational spaces, community gardens, service-provider offices, and some retail along the bordering streets.

Opportunities for recreation and gathering. New community open spaces will be added in several areas as part of the reconfiguration of Westlawn. They are well-defined and of a manageable size, and configured so that nearby residents can easily keep an eye on activity there. These spaces will be programmed for a variety of passive and active recreational uses for community residents of

all ages and abilities, including parks, tot lots, ball fields and courts.

Defensible space. The revitalization plan creates defensible space throughout the neighborhood with all building entrances fronting the street and providing “eyes on the street” for increased security. All front and back yard spaces are associated with particular individual units, and parking is located adjacent to the unit versus in centralized lots. Sidewalks and streets will be well-lit. All new open and community spaces are easily supervised by nearby residential units, with windows facing out on the new spaces for easy monitoring of activity.

Landscape elements. The Westlawn plan includes saving as many of the existing, mature trees as possible. Where no trees exist, new low-maintenance, native, deciduous shade trees will be planted along neighborhood streets and open spaces to achieve energy efficient shading in warmer weather. Yard landscaping will incorporate attractive, low-maintenance, native plant materials that control storm water run-off, minimizing impervious surfaces. The bio-swale and rain garden elements of the storm water management strategy are key landscape features that also enhance and form microclimates. Access to the new community garden at Westlawn Gardens will provide opportunities for residents to participate in growing their own food.

Name of Exhibit:
**Narrative Exhibit G:
Housing Strategy**

Applicant:
City of Milwaukee

Name of File:
NarrativeExhGHousingStrategy

EXHIBIT G: HOUSING STRATEGY

G.1 Overall Housing Strategy

This is a joint RAD/Choice Neighborhoods Implementation Grant application for the transformation of the Westlawn Housing Development, formerly the largest public housing development in Wisconsin. The Westlawn Housing Development is severely distressed and in need of comprehensive revitalization. HACM is proposing to demolish all 394 existing public housing units and replace 376 units on site and 18 units off site but within the neighborhood. HACM has a demonstrated record of success in revitalization and is fully capable of implementing the Westlawn Transformation Plan. HACM's housing plan is well-defined and furthers HUD's core housing goals of the CNI program. Its scale, density, mix of incomes, and building types are based on resident and stakeholder input, the profile and housing needs of existing residents, local need and waitlists for affordable housing, existing market conditions, anticipated demand, and on sustainable design principles for revitalization.

One of HACM's key goals for Westlawn continues to be achievement of a mix of income among households at the site and within the buildings, while still meeting the significant need for subsidized rental units. To this end, the Transformation Plan calls for the demolition of the 394 existing public housing units and replacing them with 708 housing units: 575 new housing units on-site: 469 affordable rental (376 public housing of which 354 will be LIHTC and 93 LIHTC only) and 106 market-rate (81 rental and 25 homeownership) and 133 housing units off-site but in the neighborhood: 48 affordable rental (30 LIHTC and 18 public housing - 16 new and 2 city-owned foreclosures) and 85 new market-rate (60 rental and 25 homeownership). The Transformation Plan builds on the community's significant existing assets, chief among them Growing Power, Carmen High School of Science and Technology – Northwest Campus, Silver Spring Neighborhood Center, the development's direct adjacency to Silver Spring Drive, a major thoroughfare for the north side of

Milwaukee, and HACM's many strong partnerships with public agencies and private organizations already working in the neighborhood.

HACM's revitalization proposal for Westlawn evolved after careful consideration of many different options for the site, including those described below.

Option 1: Renovation of existing buildings. HACM considered substantial renovation of the existing buildings and units. This approach was deemed infeasible because of its exorbitant projected cost – over 90% of HUD's prescribed Housing Construction Cost limits for hard costs. Not only would renovation have been costly, but it would not have addressed many of the fundamental design flaws of the existing site, such as its isolation from the surrounding community, indefensible space, small units, bad soils, and poor drainage.

Option 2: Bigger or smaller revitalization project. HACM would have preferred to address both halves of the Westlawn property at the same time, and indeed worked with its design team on a master plan for the entire site. The size of the development made this infeasible, given the challenges of identifying sufficient funding and the massive disruption to the lives of the residents. A smaller revitalization was also considered, but rejected due both to separability concerns, and also to the lack of larger-scale impact and economies of scale.

Option 3: Either more or less dense revitalization. HACM considered various densities and configurations of housing on the Westlawn site. A less dense mix was considered, consisting mainly of single-family detached homes, but it would have been much more difficult to provide an appropriate mix of public housing replacement units, affordable housing, and market-rate homes with this configuration. A denser mix was also considered, but deemed inappropriate because of its heavy reliance on multi-family apartment housing types with limited outdoor play space for families with children. Since more than half of current Westlawn residents are under 18, this seemed a poor fit.

Ultimately, the proposal described in this application emerged as the most appropriate option

because it most comprehensively addresses and balances the following factors: revitalization of an existing distressed site -- the largest feasible revitalization area, given realistic resource constraints; an appropriate mix of apartment buildings and family housing, with yards for children; an appropriate and feasible mix of public housing replacement units, tax credit and other affordable housing, and market rate housing, given local needs and market conditions; leveraging of on-site neighborhood resources- the Silver Spring Neighborhood Center and Browning Elementary School; and the inclusion of a small yet catalytic retail component to spur further revitalization of the depressed Silver Spring retail corridor.

HACM’s revitalization proposal for Westlawn evolved after careful consideration of many different options. Ultimately, the proposal described in this application emerged as the most appropriate option because it most comprehensively addresses the following factors and complements other revitalization efforts underway:

- **Revitalization of an existing severely distressed public housing development:** Westlawn meets the criteria for severe distress as described in Exhibit D and Attachments 33-35.
- **One for one replacement of all public housing units:**

Table 1: Replacement Housing Subsidy Type and Unit Size

	PH only	PH/LIHTC/RAD	Total
1-bedroom	28	84	112
2-bedroom	2	148	150
3-bedroom	7	89	96
4-bedroom	3	33	36
Total	40	354	394

- **A mix of building types to address the needs of public housing residents:** The Plan includes an appropriate mix of buildings types. Of the 394 replacement units, 173 are in apartments, 170 are townhomes, 33 are duplexes, and 18 are single family/detached homes.

Table2: Replacement Housing Building Type and Unit Size

	1 BR	2 BR	3 BR	4 BR	Total
Apartments	112	61	0	0	173
Townhomes	0	71	76	23	170
Duplexes	0	0	20	13	33
SF/Detached	0	18	0	0	18
Total	112	150	96	36	394

- **Providing non-public housing / non-assisted units appropriate to the market:** As outlined in tables 3 and 4, below, an appropriate and feasible mix of market rate and non-assisted affordable housing, given local needs and market conditions are included in the plan. The total of 191 market rate units are comprised of 50 units for home ownership and 141 rental units; an additional 123 units are non-assisted, affordable housing. The proposed rents are in Table 7, below; the initial sales price, based on the Market Study, is \$100/square foot.
- **Leveraging of on-site neighborhood resources:** The Silver Spring Neighborhood Center, (SSNC), Browning Elementary School, and Carmen Northwest provide an educational and service “hub” for the revitalized site. The plan includes working with the Greater Milwaukee Committee, whose membership includes the region’s business, labor, academic, philanthropic, nonprofit and civic leadership – to explore the possibility of a Purpose Built Community at Westlawn. In addition, the new housing is enhanced by the existing park and community gardens completed as part of the revitalization of Westlawn Gardens.

- **Providing mixed-use buildings:** The plan includes development of mixed-use buildings along the Silver Spring retail corridor, as well as development of free-standing retail to spur further revitalization of the depressed Silver Spring retail corridor.
- **Completing development in an orderly and timely manner:** The Housing Plan consists of six phases, and HACM will be the developer, provide the operations guarantees to the lender and investor, receive the developer fees, and form an LLC in which HACM will be the sole owner with an ownership interest (.01%) and be the Managing Member with the right of first refusal for all phases of the project. Phase 1 includes ten public housing replacement units which will take advantage of two available city-owned homes that can be rehabbed quickly, and utilize eight immediately available vacant lots in Westlawn Gardens. These units will provide a replacement option for larger, public housing families living at Westlawn whose incomes exceed the tax credit limits; thereby, minimizing the disruption to these families. These eight units can be built relatively quickly and the occupancy by higher income public housing families will help create a more mixed-income community. All of the subsequent phases include LIHTC, which requires more time (submission of application, award, selection of investor, negotiation of Partnership Agreement, etc.).

The proposed outcomes and metrics for the Housing Strategy include: 1) developing 708 units of energy efficient, sustainable and accessible housing that is free from discrimination (# of housing units that meet LEED certification, # of housing units that are accessible and visitable), 2) developing a mixed-income community (household income), and 3) developing housing that is well-managed and financially viable (financial reports and PHAS).

Table 3: Housing Plan Summary: Income Mix and Unit Size

BRs	Replacement PH		LIHTC	Market Rate		Total
	>60% AMI	< 60% AMI	< 60% AMI	Rental	For Sale	
1	15	97	97	34		243
2	15	135	12	50		212
3	7	89	9	57	40	202
4	3	33	5		10	51
Total	40	354	123	141	50	708

Table 4: Income Mix and Building Type

	Replacement PH	LIHTC	Market / Rental	Market /For Sale	Total
Apartment	128	97	42		312
Townhome	215	26	83		279
Duplex	33		16	50	99
SF/Detached	18	0	0	0	18
Total	394	123	141	50	708

Table 5: Schedule for Housing Development

Phase	Replacement Public Housing		LIHTC Only	Market-Rate	
	PH/RAD	PH/RAD/LIHTC		Rental	HO
1 (6/16-2/17)	10		0	0	0
2 (8/17-9/19)	30	106	20	6	0

3 (10/18-12/20)		203		0	0
4 (5/19-8//20)		45	103	0	0
5 (10/15- 9/21)			0	135	0
6 (6/16-9/21)			0	0	50
Total	40	354	123	141	50

Table 6: Funding Sources by Phase (1 through 6)

	1	2	3	4	5	6
Land loan		■	■	■	■	■
CNI Grant	■	■				
Low Income Housing Tax Credit Equity		■	■	■		
Long-term loan – Amortizing		■	■	■	■	
HACM - CFFP (Future)			■	■		
HACM - CFP/RHF Grant	■	■	■	■		
HACM - Other Program Income			■	■		
CDBG			■	■		
Deferred Developers fee		■	■	■		
City of Milw. – DCD and DPW			■			
MMSD Grant			■			
HACM COCC reserves				■	■	■
RACM	■	■				
WE Energies			■			

Table 7: Proposed Monthly Rents by Type of Unit *

Bedrooms	PH/RAD Only (RAD Rent)	RAD/LIHTC (RAD Rent)	PBS8/ LIHTC	LIHTC Only	Market-Rate
1	\$529	\$529		\$675	\$800
2 - Apt	\$665	\$665		\$700	\$900
2- Townhome/SF	\$665	\$665			
3	\$849	\$849		\$860	\$1050
4	\$918	\$918		\$910	

* Note: If units aren't converted to RAD the rents will be determined in accordance with PH regulations.

HACM is requesting 382 Housing Choice Vouchers to support the off-site relocation and post-revitalization re-occupancy of the current Westlawn residents. HACM needs the vouchers for several reasons. In the resident survey, 48% said they preferred a Section 8 voucher, and 36% said they needed more information to make a decision. While 15% said they preferred another public housing unit (57 of the 382 households), HACM would not be able to absorb the large number of relocating residents within its existing public housing portfolio given current occupancy rates, and these residents could also change their mind and decide to use a voucher instead. HACM also plans to use the relocation process as a means to further fair housing by expanding housing opportunities for the residents. To ensure that each resident makes an informed decision about relocation they will receive an outline of the advantages and possible disadvantages of each option and the type of relocation assistance that will be provided.

G.2 Number of replacement units Not applicable.

G.3 Mixed-Income Development

The high number of replacement units required by the unit count at Westlawn precludes the Housing Plan from meeting the prescribed 50% threshold for public and/or assisted-housing units. Of the 708 proposed units, 394, or 61%, are replacement housing units. The 191 market rate units, or 27%, will be available to households earning above 60% AMI. As noted in Attachment 39, market-rate units will be mixed within buildings and throughout the site.

G.4 Long Term Affordability

HACM certifies that it will maintain a 40-year affordability restriction on title from the date of initial occupancy for all affordable rental housing funded by CNI. HACM will maintain control of these units for the 40-year period to ensure that they remain affordable to persons whose income does not exceed 120 percent of AMI. During the tax credit compliance period, HACM will be the managing member of the LLC and responsible for the overall management of these units. At the end of the 15-year compliance period, HACM will exercise its right of first refusal to purchase and manage the units as affordable housing in order to ensure a greater benefit to current and future residents and a more effective use of the CNI investment.

G.5: Green Development and Energy Efficiency.

Sustainable development is a key component of this revitalization and is woven into every element of the plan. HACM continues to be a leader in the promotion and use of Energy Star technology and has been a member of the EPA's Energy Star Buildings and Green Lights Partnership since 1999. In 2007, HACM received an award for Sustained Excellence in Building Performance from Wisconsin Energy Star Homes. HACM received a LEED for Homes Platinum Certification (first in Milwaukee) and LEED-ND Stage 3 Silver (first in the world) for Westlawn Gardens. The LEED processes there employed an independent consultant for verification of compliance with the LEED commitments as part of overall Construction Management services. HACM certifies that it

will comply with the LEED ND and LEED for Homes Criteria Checklists for Westlawn included with greater specificity in Attachments 42 and 43 and hire an independent, third-party consultant to verify compliance with these commitments. In addition to the mandatory requirements for each standard, HACM plans to include the following practices, all of which are consistent with HACM's approach at Westlawn Gardens.

Energy Efficiency and Water Conservation. Energy Star standards will be met, including all appliances and lighting. Electricity will be individually metered, raising resident awareness and providing an incentive for careful usage, and all exterior lighting will be on sensors or timers to insure efficient use. In general, HACM aims to maximize the development's Home Energy Rating System (HERS) score, exceeding that which is typical for these types of construction, including using HVAC systems with Seasonal Energy Efficiency Ratios (SEERs) as high as 16 or 18. Emphasis will be placed on maximizing the insulation value and minimizing air leakage for all building envelopes. Although HACM does not believe it will be able to include on-site renewable energy sources at this time, units will be designed to make future incorporation as seamless as possible. In addition to the water conservation through use of native landscapes, HACM will install high efficiency water-conserving appliances and fixtures in all units.

Material and Resources. HACM will aim to maximize the use of environmentally healthy and sustainable products and systems. In addition, HACM will utilize waste management strategies similar to those it has employed at Westlawn Gardens, where to date it has achieved diversion rates as high as 80%, thanks to a number of strategies including panelized construction.

Healthy Living Environment. HACM will comply with all mandatory checklist from the LEED for Homes for relevant building types rating governing adequate ventilation and air quality, as well as prevention of moisture infiltration, pests and pollutants. The project also greatly benefits from not including attached garages, which pose additional challenges to air quality.

Awareness, Operations and Maintenance. In addition to providing manuals to both maintenance staff and residents, HACM will also provide new resident orientations that highlight all the green features of the new development. HACM will also seek to raise public awareness of the site's sustainability, through a combination of multi-media tools, articles and signage.

Neighborhood Design. The Westlawn site is located within a previously developed community, with close access to public transportation, shopping, schools, public infrastructure, jobs, etc. The proposed revitalization, which includes a new grocery store/public market at 60th and Silver Spring, will strengthen Westlawn's linkages with the surrounding community, adding new streets, sidewalks, and other connections. The proposed density of units will support a high level of neighborhood services at the site's center, while allowing for a transition in building type and scale at the edges to match the surrounding context. Public open space will be provided throughout the development, including a new water playground, and residents will have access to community gardens included as part of Westlawn Gardens that will not only provide access to fresh food but opportunities for involvement in gardening and a connection with the outdoors.

Site Improvements. HACM will meet the requirements for environmental remediation, erosion and sedimentation control. New landscaping will utilize native species and the strategic placement of trees and plants that provide shade in summer and allow for heat gain in winter. Consistent with site work at Westlawn Gardens, a combination of creative approaches to handling storm water will be included in ways that are not only effective, but that serve as a public amenity. Where possible, existing site infrastructure will be reutilized, including specific care for saving existing trees.

Name of Exhibit:
**Narrative Exhibit H:
People Strategy**

Applicant:
City of Milwaukee

Name of File:
NarrativeExhHPeopleStrategy

EXHIBIT H: PEOPLE STRATEGY

It may be an overworked cliché, but the concept of a “rising tide floats all boats,” as a mark of the grant-worthiness of an application, is fundamental and indispensable. The obstacles residents face in their quest for a better life for themselves and their family must be addressed and overcome in tangible, practical, and measurable ways. The results of our needs survey tell us what those obstacles are and the programs and partnerships we have or propose to create are the tools we plan to use through this grant to address them.

H.1 Resident Needs Survey and Results

Basic demographic information and income information is from HACM’s database as of January 5, 2015. On that date, of the 394 Westlawn units, 382 were occupied by public housing households (3 additional units were special purpose units used for resident services and/or maintenance services). In February/March 2012 and August 2013, HACM staff carried out an in-depth needs survey of Westlawn residents *via* an in-person interview process. 222 existing residents as of January 2015 had participated in that survey. Additional surveys were done in January 2015 of 23 households out of the 40 that moved into the development during 2013 and 2014. Thus, 245 households, or 64.1%, have completed the survey.

- **Race/ethnicity/language:** Of the 942 residents as of January 5, 2015, 920 are African American (98%), 21 are white (2%) and one is Asian; 34 are Hispanic in ethnicity (4%). English is the primary language for all but two Spanish-speaking households (one with no English skills).
- **Disabilities:** Of the 942 residents, 143 are disabled (15%), including 37 children (8% of children), 79 adults ages 19-61 (18% of 19-61 year olds), and 27 seniors (73% of seniors).
- **Marital status and household size:** Of the 382 current households, 209 are headed by single women with children (55%), 9 by married couples (2%), 7 by unmarried couples (2%), and the remaining 157 (41%) are single individuals. Average household size is 2.5; largest has 8.

- **Age:** Of the 942 current residents, 439 are adults age 19-61 (47%), 37 are 62 or older (4%), and 466 are children between 0-18 in age (49%). Of the 466 children, 130 are age 5 old or less (28%), 202 are between 6-12 years old (43%), and 134 are between 13-18 years old (29%). There are 134 “transition age youth” ages 16-24, or 14% of the population.
- **Length of tenancy:** Of the 382 households, 47 have lived in public housing for over 20 years (12%), 97 for 11-19 years (25%), 114 for 6-10 years (30%), and 124 for < 5 years (32%).

Health, Education, and Economic Self-Sufficiency

- **Children, youth and adults that are physically and mentally healthy:** Most residents (97%) are connected to primary care physicians, clinics, or otherwise have a medical home. A lower number (75%) visit the dentist on a regular basis, likely due to lack of dental insurance. Of those surveyed, 18% of adults report excellent physical health, 36% good, 32% fair, and 14% poor or very poor health. Most (86%) have some form of health insurance, with the largest providers being Medicaid (30%), Medicare (18%), BadgerCare (state insurance for low income adults and children without other insurance) (32%), and insurance through work (10%). Significant adult medical problems: high blood pressure (44%), asthma (29%), weight (27%), arthritis (24%), depression (18%), and diabetes (17%). Of the 149 households with children, 36% reported at least one child with asthma, 9% had a child with weight problems and 13% reported a child with depression or other mental illness.
- **Children entering kindergarten ready to learn:** Of the 130 children ages 0-5, 92 (71%) live in households that responded to the survey. Their parents’ responses indicated that 58% attend a childcare center. Of those, only 52% are in a high-quality program in which children enter kindergarten ready to learn.
- **Youth, including youth with disabilities, graduate from high school college- and career-ready:** The citywide high school graduation rate was 60.5% (four year) and 70.8% (five year); due to the number of schools that Westlawn children currently attend, the specific rate for Westlawn

children is not able to be calculated.

- **Economically stable and self-sufficient households:** According to the survey, of adults age 19-62, 46% are employed and 54% are not employed. However, only 29% state that they are working 30 or more hours per week. The median annual income for current households is \$16,640, well below the 2010 median City of Milwaukee household income of \$35,851, and even below the 2014 extremely low income limits (30% AMI) in the Milwaukee metropolitan area. Sources of income: 62% of households have wage income (primary source of income for 56%), 18% have social security (primary source for 11%), 27% have SSI (primary source for 19%), 1% have pension income, 17% have child support, 2% have unemployment, 6% have some other non-wage income such as income from family members, 1% have TANF, and 7% have imputed welfare benefits. Of the 382 households, 111 (29%) receive food stamps with an average value of \$4,075/year, and 49% of respondents stated they receive EITC.
- **Education:** Among adult respondents to the survey, 66% have a high school diploma or equivalency degree and 11% have a GED. Of the 23% of adults who lack a diploma or GED, 61% are interested in getting one. Few have any higher education: only 8 respondents have a Bachelor's or higher, 13 have an Associate's degree, and 24 have some sort of certification.
- **Computer:** About 51% of households surveyed have an in-home computer, but only 35% have Internet access. 34% of adults say they have little or no experience with computers, and that the computers are used by their children; 50% of adults were interested in computer training.
- **Transportation:** In survey, 52% have access to a reliable car. Most of these cars are registered, but 41% state they don't have current insurance; 53% of adults state they have a valid driver's license or permit. 57% of residents rely on the bus system, friends or family, or taxi.
- **Community and safety:** See F.3 Public Safety Strategy for results.
- **Bank accounts:** 54% have some type of bank account; 23% regularly and 16% sometimes use a

check cashing business. 12% report they took out a payday loan in the last 12 months, and 12% currently owe on a payday loan.

Resident Satisfaction with Services and Preferences for Improved/New Services: 56% use the services of Silver Spring Neighborhood Center (SSNC) and all who use the service are satisfied. For those who do not use them, the most-cited reason was that they were not aware of what services are available (52%), followed by the fact that the times were not convenient (14%). When asked about improved or new services, 43% cited credit repair, 41% cited an exercise program, 27% cited financial education and 27% cited job search assistance. During interviews and public meetings, a number of residents also cited the need for healthier food options in the neighborhood.

H.2 Supportive Services and Programs

HACM will coordinate the People strategy for Westlawn and will build on the lessons learned and the best practices developed from previous neighborhood transformation programs that HACM has led. HACM has developed a solid and successful approach that provides effective, results-oriented supportive service programs by collaborating and partnering with a range of economic development and social service agencies. The results of the resident needs survey provided the framework for the development of a comprehensive, high-quality, and results-oriented supportive services strategy. Activities will be coordinated *via* a case management system, with a menu of appropriate services and resources meeting the needs of all residents and focusing on children and transition age youth.

Impact Statement: Children youth and adults that are physically and mentally healthy.

Expected Outcomes:

- 100% of residents have a medical home
- 67% of residents report excellent or good health
- 95% of residents will report low psychological distress

- 100% of residents will have health insurance
- Residents have increased access to fresh, healthy produce (*this is a priority outcome identified through the neighborhood narrative and resident needs assessment*).

Needs Assessment Baseline: 97% of residents reported they have a regular “medical home;” 54% reported excellent or good physical health, but there were significant adult and child health issues, including high blood pressure, asthma, weight, arthritis, depression (18%), and diabetes (17%); 89% had a score of < 12 (low) on the K6 scale of psychological distress, meaning low psychological distress; 86% of residents report they have some form of health insurance.

Strategy: While most residents (97%) are connected to primary care physicians, clinics, or otherwise have a medical home, there are still about 14% without health insurance. As some of the surveys were done prior to much of the implementation of the Patient Protection and Affordable Care Act (ACA), it is possible that the number of uninsured residents has gone down; however, a major strategy for HACM Case Managers will still be to ensure households have a medical home and that they get connected to health insurance. The Case Managers will also consider physical and mental health issues when working with residents on their Individual Development Plans. Partners in our healthcare strategy include the University of Wisconsin-Milwaukee (UWM) College of Nursing, Milwaukee Health Services, and Growing Power. The UWM College of Nursing has collaborated with the on-site Silver Spring Neighborhood Center (SSNC) since 1987, providing primary care services including a walk-in clinic at SSNC that is open about 50 hours per week. The clinic is staffed by six nurse practitioners, assisted by nurse clinicians and many nursing students.

Historically, Milwaukee ranks 7th worst in infant mortality in the nation. In addition to their existing programs, the clinic has committed to expand its outreach to pregnant mothers and to conduct group prenatal appointments for low-income pregnant women in an attempt to reduce infant mortality and improve child health and parenting skills. Additionally, clinic nursing students will

assist, inform and educate residents with high blood pressure, diabetes and other medical issues through the use of the National Heart, Lung, and Blood Institute program “With Every Heartbeat is Life” (WEHL), as well as health promotion programs based on Individual and Family Self-Management Theory (IFSMT) and nurse case management, focusing on chronic health conditions. Health education will also include information on the ACA.

In addition, the UWM College of Nursing has been the coordinator of the Westlawn Partnership for a Healthier Environment, through a CARE (Community Action for a Renewed Environment) cooperative agreement with the U.S. Environmental Protection Agency. The CARE group will expand their bike maintenance repair program and will implement a new grant program, “Biking for Health: A Pilot Study of Bicycling Intervention to Improve Physical Activity”, which also helps to meet the stated need of residents for an exercise program.

HACM also has a partnership with Milwaukee Health Services (MHS), a federally qualified health center (FQHC). Residents without a medical home who do not utilize the UWM on-site clinic will be referred by the Case Managers to MHS as their medical home. MHS also offers primary comprehensive dental services at its nearby Coggs location, which will help to meet the needs of the 25% of residents who do not access regular dental care. MHS will offer blocks of time for dental appointments, regardless of insurance status to all Westlawn residents. Finally, for those residents with depression or mental health issues, the Behavioral Health team at MHS will be a resource for them to obtain quality behavioral health services.

Growing Power is a nationally-renowned nonprofit organization and land trust which helps combat urban health problems such as obesity and diabetes by providing access to healthy, high-quality, safe and affordable food. Founder and urban farmer, Will Allen, received a MacArthur “Genius Grant” in 2008. Growing Power provides hands-on training in setting up community food systems helping people grow, process, market and distribute food sustainably. Through a novel

synthesis of various low-cost farming technologies – such as the use of raised beds, aquaculture, vermiculture, and greenhouses heated through composting – Growing Power produces food year-round at its main two-acre farming site only five blocks from Westlawn. HACM will partner with Growing Power to provide information and education on eating fresh fruits and vegetables and operate a “green waste” recycling campaign for composting.

Residents Served: For referrals for medical homes, the residents served will be the 12 households currently without a medical home. The rest of the services will be targeted toward the 382 households from Westlawn and 100 from the surrounding neighborhood.

Service Providers: UWM College of Nursing, City of Milwaukee Health Department, Milwaukee Health Services, Growing Power, SSNC.

Resource Commitment: CNI Funds: \$640,000; Leveraged funds: \$2,351,936. Major commitments include \$2,042,150 from UW-Milwaukee College of Nursing, \$125,000 from Silver Spring Neighborhood Center, \$122,120 from Westlawn Partnership for a Healthier Environment, \$52,500 from Growing Power and \$8,131 from Milwaukee Health Services, Inc. Much of the strategy involves leveraging existing high-quality services and programs that are already in the Westlawn neighborhood. For example, one the of the two MHS clinics, Isaac Coggs Heritage Health Center, is located only 14 blocks from Westlawn and 6 blocks outside the neighborhood, and has been serving local residents with medical and dental services for some time. Growing Power and UWM College of Nursing have been providing high quality services within the neighborhood as well.

As noted, these commitments directly address the needs identified in the needs assessment. In particular the increased access to physical and mental medical health care and the referral to a medical home of those without directly address the serious medical issues and lack of a medical home that arose in the needs assessment. In addition, the resources committed by Growing Power directly address the need identified in the Neighborhood narrative and the resident survey – the

scarcity of fresh, healthy produce options in the neighborhood. The following table is a summary of the positions available in health related case management programs:

Program	Slots	
	Westlawn	Neighborhood
Nurse Case Management	75	20

NOTE: The discussion of the outcome and metrics for education issues is presented below in the Education Strategy section (H.5).

Impact Statement: Households are economically stable and self-sufficient.

Expected Outcomes:

- 45% of working age adults are working full time and 60% working full or part time.
- Average earned income of HUD-assisted households (excluding seniors and disabled) at the end of five years is \$20,000.
- 100 Westlawn residents will complete financial literacy training and will open an Individual Development Account (*this is a priority outcome identified through the resident needs assessment*).

Needs Assessment Baseline: 29% of adult residents are working 30 hours or more/week and 46% are working full or part time; Average earned income of HUD-assisted households (excluding senior/disabled) is \$14,551; 43% do not have a bank account and are in need of financial literacy education.

Strategy: HACM will work with all non-disabled, non-elderly adult residents to engage them in work development activities. The needs assessment shows that while a significant percentage of non-disabled adults are employed, many are either unemployed or under-employed (less than 30 hours per week or minimum wage), and a number of adult children in the household are not employed at all. Helping residents to get and stay employed and move upward on their career ladder is a top priority for HACM. HACM employs Resident Employment Coordinators (RECs) to develop relationships

with hundreds of local employers. The RECs function as job brokers, developers, and coaches helping residents find and keep jobs. The Case Manager will refer residents in need of employment to the RECs. HACM's workforce development strategy is based on the principle that everyone is employable, and is designed to ensure that every resident, regardless of the point of job entry, is able to develop and sustain a path to self-sufficiency through work. The approach is based on the proven strategies outlined in Debra Angel and Elisabeth Harney's book, *"No One is Unemployable: Creative Solutions for Overcoming Barriers to Employment,"* an evidence-based program otherwise known as the Worknet model. HACM's RECs will provide a comprehensive set of intensive individual and group activities that address every aspect of employment, including motivational interviewing. Case managers will coach residents providing guidance on the development of individualized plans, goals and activities to improve their economic self-sufficiency. SSNC operates a successful Transitional Jobs Program, an evidence-based program funded by the U.S. Department of Labor through the State of Wisconsin, training and linking residents to transitional jobs with local community employers, and would continue that program, along with its GED/ABE program.

HACM also leverages training and other workforce development resources through community agencies such as the Milwaukee Area Workforce Investment Board (MAWIB), TANF/W-2 agencies, Wisconsin Regional Training Partnership/Big Step, Milwaukee Community Service Corps and Milwaukee Area Technical College (MATC), as well as through employers. In the Fall 2010, the Milwaukee Job Corps Center opened and is located on North 60th Street, within a one mile of the Westlawn Development. It provides intensive job training for young adults in high-demand industries. These job training opportunities help residents compete for promotions, and/or for better paying jobs. HACM Case Managers and RECs will also encourage residents to build skills and get into career paths in high-demand industries. HACM is partnering with the Great Lakes Community Conservation Corps to provide a Green Zone Zero Energy Homes Initiative in the

neighborhood--a three-prong approach by Great Lakes CCC to reduce energy consumption in 10-20 older homes, implement renewable energy technologies in homes that have been retrofitted to energy-efficiency standards, and train 15 disadvantaged young adults with the knowledge and skills to pursue careers in the emerging green jobs economy. Another job training program will be with the Wisconsin Auto and Truck Dealers Association (WATDA)—due to an aging workforce, dealers are in high need right now for young mechanics to work on today’s automobiles, especially with new technologies such as hybrid and CNG vehicles. In 2013-14, HACM was part of a partnership to train young adults in this industry and in solar; 250 participants received nationally recognized credentials in solar water heating and automotive repair (standard, CNG and hybrid); 158 of the participants at the project’s end were employed full-time; 42 instructors in the automotive field developed and implemented new instruction techniques; 30 area auto dealers were engaged in the training process and 11 dealers hired program participants. HACM will again partner with WATDA to replicate the training but focus on residents of the Westlawn development and neighborhood.

Wisconsin Women’s Business Initiative Corporation (WWBIC) has been operating since 1989 as a statewide nonprofit economic development corporation, offering business education, technical assistance, and access to capital to women, minorities, and low-income individuals pursuing entrepreneurship and business development as a path to economic self-sufficiency. HACM has partnered with WWBIC since 1999, and will bring WWBIC’s financial literacy training and other services to Westlawn residents to meet their stated need for financial education and credit repair. WWBIC’s financial program, called “Make Your Money Talk” (MYMT), is a personal money management education program that shows participants how to create a personal budget, develop a savings plan, clean up their credit, avoid the excessive fees of payday loans and check-cashing businesses, and open and use an Individual Development Account (IDA). By opening an IDA, a participant’s savings up to \$2,000 are matched 2:1 (for a potential total of \$6,000), and can be used to

start a small business, to purchase a home, or to cover educational costs. Having a bank account correlates strongly with ownership of other financial assets such as housing and cars, and is the most significant strategy for eliminating the use of predatory loans by low-income residents.

Families will struggle to attain self-sufficiency without sufficient investment in the youth of the community. Positive youth development will also be a part of HACM's services strategy at Westlawn. SSNC is one of the strongest neighborhood assets in the area, and will be the center of most People activities at Westlawn. Over its 50-year history, SSNC has grown from a 3,000 square foot afterschool program to a 50,000 SF community center that offers a comprehensive range of services: prevention-focused health and social services, recreation, early childhood education, after-school education and programming, adult education, employment and housing assistance, community organizing, emergency services, and advocacy. As part of the Choice Neighborhoods transformation, SSNC has committed \$1,128,600 to expand outreach to Westlawn families, including its comprehensive youth leadership, sports, recreational and educational programming for children and youth. These programs have promoted violence prevention, social skills development, and community engagement for generations of Westlawn youth.

Residents Served: The job training, skills building and placement program will serve 200 Westlawn residents; the adult education classes will serve 40 Westlawn residents; Transitional jobs and other job training programs will serve 25 Westlawn residents; and financial literacy and asset-building counseling will serve 100 Westlawn residents.

Service Providers: SSNC, Milwaukee Area Technical College, Milwaukee Area Workforce Investment Board, Milwaukee Area Workforce Funding Alliance, Milwaukee Community Service Corps, Milwaukee Job Corps, Wisconsin Regional Training Partnership/Big Step, Wisconsin Women's Business Initiative Corporation.

Resource Commitment: CNI Funds: \$1,368,822; Leveraged funds: \$3,473,139. Major

commitments include over \$1,600,000 from SSNC, \$500,000 from Milwaukee Area Workforce Funding Alliance, over \$193,000 from Milwaukee Area Workforce Investment Board, \$203,042 from Wisconsin Women’s Business Initiative Corporation, \$172,500 from The Foundation of the Wisconsin Automobile and Truck Dealers Association, and \$63,000 from the Milwaukee Job Corps. Much of the strategy involves leveraging existing high-quality services and programs that are already in the Westlawn neighborhood. SNCC has been promoting violence prevention, social skills development, and community engagement for generations of Westlawn youth, as well as its successful Transitional Jobs Program and GED/Adult education program. In addition, the Milwaukee Job Corps Center is within a one mile of the Westlawn Development.

As noted, these commitments directly address the needs identified in the needs assessment. In particular underemployment was noted as a problem, as was overreliance on payday loans, which will be addressed by job training and increased access to banking products (including and IDA) and financial literacy training. When asked about new services that are needed in the neighborhood, a significant number of residents cited financial education and job training. This strategy addresses both needs very well through the work of the WWBIC and the 416 slots in job training programs that will be available. The following table is a summary of the positions available in economic self-sufficiency related-case management and job training programs:

Program	Slots	
	Westlawn	Neighborhood
Case Management	394 (households)	0
Job Training	416	200

H. 3 Case Management:

HACM’s People Strategy will offer case management that will concentrate on all residents of

Westlawn before, during and after revitalization. The case management team will (1) ensure the successful relocation of original residents; (2) in coordination with the Senior Asset Manager, ensure that all original residents understand their choice of all possible housing options and are prepared to return to the revitalized site or successfully relocate permanently; and (3) ensure that residents are working towards their self-sufficiency and quality of life goals. As residents are relocated temporarily from the site or back to the site to reoccupy at the end of the construction, HACM Case Managers will assist residents to ensure access to early childhood education, schools, transportation to jobs, and other factors are not negatively impacted, and this will be included in the discussion of housing options. For those “hard to house” or high need residents who have multiple, persistent barriers to self-sufficiency, HACM staff will coordinate an intensive, targeted, and comprehensive case management approach to increase resident self-sufficiency and reduce issues which impede their return to Westlawn and/or maintain stability in other housing. HACM’s case management team will consist of six (6) comprehensive family-centered case managers that will focus in on the entire needs of the family, will assist adults with supportive service needs in the areas of employment, health, early childhood education, adult education, transportation, and/or any other supportive service needs of the household. In addition, they will also act as an Education Case Manager as well for children in the household to work with children and their parents on youth education and enrichment and parental involvement (see Section H.4.b below for a description of the HACM Education Initiative). Residents that are unemployed or under-employed will be referred to a HACM Resident Employment Coordinator (REC) for specific job search assistance an approach that has been successful in other developments. HACM’s Youth and Family Services Manager, Maria Rodriguez, will supervise the team and coordinate services between HACM’s case management team and other supportive service partners. Case Managers will work closely with the REC to develop, when necessary, a workforce development strategy for each non-disabled adult member of the household, reinforcing HACM’s

mission of providing each resident the necessary tools to be a self-sufficient as possible. While nearly half of Westlawn households have some wage income, other adults still need to develop the necessary skills to enter the workforce, and some of those with wage income are under-employed. Case Managers will work with partner agencies to identify and fill any gaps in services and will mentor and encourage parents to connect their children to appropriate resources to meet their educational, social and health-related needs. Additionally, HACM Case Managers will focus on transition age youth (16-24), including those shifting out of foster care. This cohort faces significant barriers to continuing school or entering the workforce. The Case Management team will provide the necessary assistance to connect to college or career, including job training if appropriate (such as Job Corps, MCSC, MATC, etc.) and support services necessary for their transition. A triage system will be used to ensure that resources and services get to those in need, particularly those at risk or in crisis. As elderly and disabled residents often have significantly different needs than other residents, HACM Case Managers will develop care and self-sufficiency plans designed to meet their particular needs, allowing them to live as independently as possible. The Case Manager will determine eligibility for health and social programs; ensure residents are linked to medical and other appropriate service providers; and provide linkages with community resources to plug any services gaps. The anticipated client-to-case manager ratio is a maximum of 66 households per case manager (394 total / 6 CM).

H.4 Supportive Services Sustainability

HACM and many of its partners are committed to trying to sustain key supportive services beyond the five-year grant period. SSNC is a long-term partner in the Westlawn neighborhood and intends to continue the services it provides to neighborhood residents beyond the period of the grant. While intensive case management may not be continued beyond the grant, HACM is committed to sustaining its employment case management services for those in need as well as the Education Initiative after the grant has ended. MPS is committed to improving neighborhood schools to for the

long term, and the addition of Carmen Middle/High School is also for the long-term. The City and HACM will also implement an endowment trust fund to sustain services. Currently, HACM has put in the budget an amount of \$950,000 for endowment. HACM and the City have begun approaching foundations, including the Greater Milwaukee Foundation and other partners to raise the necessary matching amount. SSNC has already firmly committed \$415,000 (\$83,000 per year for 5 years) towards the endowment (Attachment 56).

H.5 Education Strategy

a. Early Learning. The 382 occupied households in Westlawn include 130 children ages 0-5. Of these 130 children, 92 (71%) live in households that responded to the needs survey conducted by HACM. Responses indicated that 58% attend a childcare center and 42% of children aged 0-5 were not in childcare programs (most of these stay home with their parents). Of the children in childcare, parents stated that 52% of them were in high quality programs (about 31% of all children 0-5). Based on enrollment data, 34 children from Westlawn were enrolled in SSNC Early Childhood Education (ECE) program or in the K4/K5 program at Browning Elementary on-site.

Program Excellence: HACM has partnered with three ECE providers: SSNC and its ECE Center, Milwaukee Public Schools' Kilbourn Elementary School and their and Day Care Services for Children (DCSC). SSNC will be HACM's primary partner for the provision of ECE. SSNC's ECE Center has been serving the Westlawn community since 1964. All of the lead teachers have at least an Associate's Degree and assistant teachers meet state certification standards. There are currently approximately 65 children enrolled in the SSNC ECE program, but the program has space to expand. In the past year, 53% of children enrolled were from Westlawn and 54% of families had incomes less than \$15,000. While SSNC's ECE Center does not have accreditation from the National Association for the Education of Young Children (NAEYC), it is widely recognized as a high quality, results-oriented ECE program. It has won many awards for its quality programming: from the Family

Resource Coalition, a national organization of family support providers; the Eureka Foundation in Washington, DC; the Wisconsin Region of the National Conference of Christians and Jews; the Nonprofit Center of Milwaukee; and the Childcare Action Campaign in NY. And while the SSNC ECE Center's Youngstar (A Wisconsin-started system) ranking is 3 out of 5 stars ("Meets proficient levels of quality standards"), the Center has already planned further training for its staff during 2015 that will improve its ranking to 4 stars ("Elevated standards of quality"). There are few 4 or 5 star centers in Milwaukee – the closest is 2.5 miles from Westlawn.

Studies have shown that children enrolled at the SSNC ECE Center have benefited greatly. For example, Literacy First, a successful collaborative effort with Browning Elementary School, tracked three groups of children in the first grade. The first group attended the SSNC ECE Center, the second group attended other childcare programs, and the third group went to kindergarten straight from home without any early childhood experience. In the first group, 92% of the children tested at or above grade level, compared to 60% of the children in the second group and only 30% of the children in the third group. In addition, in a recent annual report to the local United Way, the SSNC ECE Center noted that over the course of the year, 97% of the enrolled children improved in their cognitive skill development; 94% in their social-emotional skills; 91% in their communication skills; 100% in their motor skills; 94% in their literacy skills; 97% in their ability to cooperate with others; and 97% in their ability to behave appropriately in class. Similarly, HACM will work closely with MPS and will refer children to its high quality Head Start program at Kilbourn Elementary.

HACM is also partnering with **Day Care Services for Children (DCSC)**, a local Head Start provider that has multiple branches around the city. The partnership with DCSC will expand Westlawn families' geographic choices for ECE programs, important during the relocation period when families may not live near SSNC. DCSC was one of the first Head Start programs in the nation and their sites continue to provide high quality early childhood education including an infant and

toddler childcare program, a preschool program for children up to age 3, and a quality early childhood education program for children age 3-5. The staff of DCSC is highly trained in early childhood education and the curriculum is a comprehensive child development program. Two of DCSC sites including that closest to Westlawn are ranked with 3 stars in the Wisconsin YoungStar rating and one of the sites is ranked 4 stars.

Specific Activities: All of the classrooms in the SSNC ECE Center utilize the Creative Curriculum, one of the curriculums recommended by NAEYC and widely used by Head Start programs throughout the country, based upon Jean Piaget's work on cognitive development and Erik Erikson's stages of social-emotional development. SSNC's ECE teachers provide individualized programming and goal setting for each child based upon regular "Ages & Stages" assessments, a well-respected screening tool that helps to promptly and effectively identify any developmental and social-emotional delays. The Ages & Stages tool is recommended by experts including the American Academy of Neurology, the Child Neurology Society, First Signs, and the US HHS's Administration for Children and Families. Experts particularly recommend Ages & Stages for at-risk groups such as economically disadvantaged populations or those with high rates of pre-term births, like Westlawn. Regular Ages & Stages assessments indicate each child's level of language development and determine the need for intervention. Speech/language referrals are made either through the Milwaukee Public Schools or the Birth to Three program.

Family Engagement and Supports: The SSNC ECE Center involves and supports parents as important partners in their work. The Ages & Stages assessments are shared with parents so they can have realistic expectations for their children and can help their children get additional help when needed. Teachers go over the assessments with parents, showing where their child is developmentally at present, and where the child should be the next time an assessment is done, so parents know what to watch for. SSNC also organizes parenting activities and supports, such as home visits, Family

Nights, parenting workshops, and at-home literacy activities for parents and their children to do together. With so many services co-located at the SSNC/Browning School facility, SSNC staff can easily connect families with other supportive service they may need, such as immunizations, health care, or the food pantry.

Intensive Outreach and Enrollment: SSNC, MPS and DCSC have committed to partnering with HACM to address the needs of the targeted families both prior to and during relocation and post-revitalization. HACM staff will work with all families with young children who are moving to a new location to promote enrolling their children in a high quality ECE program, including those of SSNC and DCSC, and HACM commits to assisting them in completing the paperwork to qualify them for free or reduced price programs. The Case Managers will also assist families in obtaining transportation if it is needed to access a high quality program. Case Managers will closely work with every family that has children age 0-5 with a goal of enrolling at least 65% of them into a high quality ECE program during relocation and post-revitalization. Since the SSNC ECE Center is right on-site at Westlawn and has a very high quality program, HACM will strongly promote enrollment in that program. SSNC has room to expand their current enrollment from 65 to approximately 120, so they will be able to handle most of the referrals. SSNC’s ECE program has been in place since 1964, and they have the consistency, stability and resources to continue to offer this high-quality program well beyond the period of the grant. Indicators that HACM and its evaluator will track to show outcomes include: percentage of families with children age 0-5 enrolled in ECE programs, as well as the United Way indicators mentioned above in F.2 that SSNC already tracks annually.

Outcome	Children enter kindergarten ready to learn.
Metrics	<ul style="list-style-type: none"> • Number and % of children in kindergarten who demonstrate at the beginning of the program or school year age-appropriate functioning across multiple domains of early learning as determined using developmentally

	<p>appropriate early learning measures.</p> <ul style="list-style-type: none"> • Number and % of children age 0-5 enrolled in a high quality ECE program.
<p>Needs Assessment Baseline</p>	<ul style="list-style-type: none"> • Milwaukee Public Schools is currently developing a matrix of indicators to ascertain school readiness and early intervention needs. • 60% of children 0-5 enrolled in a childcare center, but can only document 31% in high quality early learning program.
<p>Projected Results</p>	<ul style="list-style-type: none"> • 75% of children in kindergarten who demonstrate at the beginning of the program or school year age-appropriate functioning across multiple domains of early learning. • 65% of Westlawn children age 0-5 enrolled in a high-quality early learning program.
<p>Strategies</p>	<ol style="list-style-type: none"> 1. Case Managers will work with families to link at least 65% of them to high quality early learning programs 2. SSNC will improve its Youngstar rating from 3 stars to 4 stars. 3. Case manager will assist families with issues such as transportation, wrap-around care, nutrition, etc., even during relocation.
<p>Residents Served</p>	<ol style="list-style-type: none"> 1. A minimum of 85 or 65% of 130 children 0-5 in Westlawn 2. This strategy will impact approximately all youth that go to SSNC ECE or 85 youth from the Westlawn development and 50 from the surrounding Choice neighborhood. 3. This strategy will serve 135 children 0-5 from Westlawn.
<p>Service Provider(s)</p>	<p>Silver Spring Neighborhood Center, Day Care Services for Children, Milwaukee Public Schools</p>

Resource	Choice Neighborhood Funds: \$0 – Leveraged funds: \$3,167,000
Commitments	<p>Major commitments include over \$2,600,000 from SSNC and \$525,000 from Day Care Services for Children. Much of the strategy involves leveraging existing high-quality services and programs that are already in and around the Westlawn neighborhood. SNCC has been providing quality early childhood education for Westlawn children since 1964.</p> <p>As noted, these commitments directly address the ECE needs identified in the needs assessment. In particular, 42% of children in Westlawn are not enrolled in ECE, and of those enrolled, 48% are not in a high quality program. This strategy addresses both needs very well through the work of MPS, SSNC and DCSC and the 109 ECE slots available specifically for targeted Westlawn residents per year (25 per year at DCSC, 34 existing and 50 new slots at SSNC) as well as 29 ECE slots for other neighborhood residents.</p>

b. Schools: The needs assessment shows that 30% of adult residents at Westlawn lack a high school diploma or GED. The children of Westlawn families are at extreme risk for continuing a pattern of low academic achievement. The Milwaukee high school graduation rate has improved significantly over the past decade, but still lags behind the state or national average. For 2012-13, 60.5% of Milwaukee students complete high school within 4 years compared with 88% statewide, and 70.8% within 5 years compared with 90.8% statewide. Besides public schools and charter schools, students can utilize a voucher to attend what are known as private “choice” schools. While parents are taking advantage of the multiple options available to Milwaukee students, many students are spending significant time traveling to and from schools all over the city. According to Milwaukee Public Schools (MPS) in 2013, 265 students from Westlawn attend 60 different MPS schools. 46 high school students attend 19 schools, 60 middle school students attend 20 different schools and 104

elementary school students and 55 K4/K5 students attend 24 different schools. As there are 336 children living in the development ages 6-18 and 265 in MPS schools, there are at least 71 students attending 20-30 non-MPS choice or charter schools. While some of these schools are in the target neighborhood, the majority are widely distributed over the city, leading to significant transportation time for students. Students from the Westlawn Neighborhood in the local schools are as follows: 132 at Browning, 82 at Kilbourn, 150 at Kluge, and 62 at Carmen.

The performance of the schools in the Westlawn target neighborhood, reflecting 2013-14 Wisconsin Knowledge and Concepts Exam scores, is as follows:

Name of school	School Type	Size	Reading Performance* (Statewide % in parentheses)	Math Performance* (Statewide % in parentheses)
Browning	Elementary	342	Grades 3-8: 10.8% (36.7%)	Grades 3-8: 16.1% (48.8%)
Kilbourn	Elementary	266	Grade 3-8: 5.9% (36.7%)	Grade 3-8: 2.9% (48.8%)
Kluge	Elementary	386	Grades 3-8: 13.1% (36.7%)	Grades 3-8: 16.7% (48.8%)
Carmen Northwest	Middle/High	219	Grade 9 ACT Explore grade growth from Fall 2013 to 2014***: Reading: 1.7 (national 1.4) English: 1.9 (national 1.2)	Grade 9 ACT Explore grade growth from Fall 2013 to 2014***: Math 1.9 (national: 1.1)
Banner Prep	Middle/High	30	Grade 8 and 10: **	Grade 8 and 10: **

* Reflects the percentage of students scoring proficient or advanced. ** Not rated by the State of

Wisconsin for privacy concerns due to group of fewer than 20. *** Carmen participates in the

Alternate Accountability Process. The score shown is for the growth in the ACT Explore assessment and shows actual grade growth compared to national growth.

Specific Activities: Milwaukee Public Schools, the Principal Education Partner, will work closely with the City of Milwaukee, HACM and other partners to ensure that the schools in the Westlawn neighborhood are high quality or on a path to becoming a high quality school. The district's objective is to transform the persistently low performing schools into high performing schools by implementing rigorous academic and behavioral interventions and dramatically increasing resources so students are college and career ready. In February of 2014, the administration developed and implemented two processes to assist in transforming persistently low performing schools into high performing schools: The School Quality Review (SQR) process and the Commitment Schools competitive grant application process. The SQR format included questionnaires, observation tools and matrices to identify a comprehensive picture of individual school needs. SRQs outlined the strengths and opportunities for improvement, aspirations of the school community, and resources. The findings are now a key element in MPS' effort to provide instructional, operational and leadership support. Forty-eight schools received Commitment School support (\$100,000 of Title I funding for 3 years). The implementation of the Commitment School plan involves the following: the schools are led by a Regional School Improvement Specialist and each school is given the flexibility to try approaches independent of District initiatives. While the goals of the Commitment School must be aligned with District goals, each school has goals reflective of the needs of its students.

Browning Elementary School offers an early childhood to 5th grade program and has morning and after-school programming, offering students an option to be in a safe learning environment from 6:00 AM to 6:30 PM weekdays. In addition to a standard academic program, the school has an on-site greenhouse and has access to an outdoor garden that is facilitated by staff associated with Growing

Power. Browning is also the site of a Community Learning Center (CLC) after-school program that is administered by the SSNC. CLC programs offer students assistance in academics and the program is open all age appropriate students. Browning was one of ten MPS schools selected in October 2012 to become a GE Innovation School. Using grant money from GE Medical Systems, MPS hired literacy and math coaches to train teachers and staff to better work with students. In the spring of 2014, Browning was designated as a Commitment School by the MPS Administration, receiving additional funding for a three-year period with focused efforts. As a result of the focused efforts to improve Browning, the school is already showing significant improvements: This year, the gap between target scores and actual scores in reading and math decreased by least least 5% in four out of six grade levels. There also is a positive change in the school environment at Browning. The number of student behavioral incidents declined by 31.7% from December 2013 to December 2014. In the same time period, the number of student suspensions has decreased by 45.7 percent.

MPS has been working to improve the performance of students in both Kilbourn and Kluge Elementary Schools. Kilbourn offers an early childhood to 5th grade program and has morning and after-school programming, offering students an option to be in a safe learning environment from 6:00 AM to 6:30 PM weekdays. Kilbourn teachers use a “Mindful Learning” approach, which calms students and promotes focus. The Godfrey Law Firm has “adopted” the school and provides school supplies and volunteer time. Students from a college preparatory school, provide tutoring. Kluge is the creative arts specialty school for MPS’ northwest region, offering families a rigorous academic program. The school provides 15:1 student-to-teacher ratios in our K5-through-3rd-grade classes. The computer lab, mobile laptop lab, iPads and smart boards ensure that Kluge students are connected to the technology they need to succeed. Kluge offers its students specialist-taught art classes and activities. Kluge also offers tutoring for students, a Junior Achievement program and has connections with college education majors from UW-Milwaukee, Alverno and Cardinal Stritch University.

Banner Preparatory School, due to the small number of students, is not ranked and is a partnership school (alternative school) for high school students that are assigned from the MPS system, with the goal of giving students another chance to succeed. Banner is a member of the National Network of Partnership Schools and draws students from all over the city (only 6 students last year came from Westlawn). One sign of its success is its low repeat rate (students are typically only enrolled there for a semester to two years). Due to the nature of its student base, staff at Banner deal with many issues of family violence, court involvement, homelessness and other issues that can disrupt learning. Banner staff work closely with students and families to develop learning plans, complete with cooperatively developed goals. It uses a blended learning model that includes online learning as well as face-to-face instruction. Browning and Banner Prep especially benefit from their relationship with SSNC: In 2004, MPS worked with HACM and SSNC to relocate Browning from an older building on to a new facility connected with the SSNC in the middle of the Westlawn housing development. This move was a win-win partnership, as MPS was able to partner with a strong existing neighborhood organization, and Browning parents and students could take advantage of wraparound services provided by SSNC.

In 2013, MPS administration and Board of Directors decided to replace a consistently low performing school located four blocks from the Westlawn development, with a high quality and high performing MPS charter middle/high school: Carmen Northwest Middle/High School for Science and Technology. Since 2007, Carmen has run a very successful high school on the south side of Milwaukee and MPS wanted to replicate this successful school in the Westlawn area. Carmen South's success is detailed in Exhibit C.5, but Carmen Northwest's success in its brief existence is noteworthy as well. During its first year (2013-14), Carmen Northwest had enrollment of 219 students in 6th and 8th and 9th grades with 20% of middle and 13.5% of high school students with special educational needs. Enrollment will be phased in over four years, with classes added each year

until 240 students are enrolled in grades 6-8 and 560 students are enrolled in grades 9-12. Middle school students take a curriculum that focuses on reading, writing, and speaking; global studies and US History; laboratory science; mathematics through Algebra; and fine arts. High school students must take four years of college preparatory classes with the ability to also take advanced placement courses. Carmen's mission is to ensure all students: (1) take college prep courses in high school; (2) become critical thinkers; (3) graduate from college; (4) prepare for meaningful careers; and (5) get involved in their communities. Carmen helps students develop critical thinking and life skills and apply them in academic courses and "real world" settings, and students who consistently perform at or above a 2.5 GPA are eligible for internships at partner companies. In this first year, students at Carmen Northwest showed growth in the NWEA Measure of Academic Progress for math at 228% compared to 124% for MPS students overall, with reading at 199% compared to 117% for MPS students overall. The 9th grade students exceeded national composite score growth rates on the ACT Explore test by nearly double (1.9 vs. 1.1 points). One point growth is roughly equivalent to one year of growth, thus those students showed almost two years of growth during this first year..

Outreach, Enrollment and Parental Involvement: MPS is committed to increasing parental engagement with resources to guide parent engagement strategies and activities, tips for helping to increase student achievement and supporting children at home, and Parent Coordinators at each school. HACM will expand its successful Education Initiative to the families in Westlawn. Parents will sign a lease addendum that they will agree to ensure their children are attending school on time every day and get involved with their child's education. HACM's Case Managers will work with parents and children to increase school attendance in high quality schools and develop strategies together with parents and children to improve educational outcomes. In addition, Case Managers will help parents enroll their children in Community Learning Centers (CLCs) and/or to receive tutoring services that may be available under No Child Left Behind. CLCs are located at school or community

sites and provide a safe place for tutoring, assistance with homework, recreational activities, and art/cultural programs. The Education Initiative was previously piloted in the Highland and Scattered Sites developments, with the powerful result that 100% of the children in the program stayed enrolled in school and, in the past 5 years, between 88% and 100% of 18 year olds have graduated.

Access beyond the Grant Period: MPS and all the partners involved in education are committed to continue to provide access to high quality schools beyond the five-year period of this grant. HACM’s intends to sustain the Education Initiative at Westlawn beyond the Choice grant, just as we did at Highland and Scattered Sites. The relationships and improvement of the local schools (such as the addition of Carmen) will also be sustained through continued partnership between MPS and HACM beyond the grant period.

Outcomes	<ul style="list-style-type: none"> • Children are proficient in core academic subjects • Youth, including youth with disabilities, graduate from high school college- and career-ready
Metrics	<ul style="list-style-type: none"> • Number and % of students at or above grade level according to state math and English language arts assessments in at least the grades required by the ESEA (3rd through 8th grade and once in high school). • Number and % of youth who graduate from high school.
Needs Assessment Baseline	<ul style="list-style-type: none"> • See chart above: Only between 3 and 17% of children in Westlawn area elementary schools scored proficient or advanced. • Citywide high school graduation rate was 60.5% (four year) and 70.8% (five year); specific rate for Westlawn children is not known.
Projected Results	<ul style="list-style-type: none"> • 65 % of students at or above grade level according to state math and English language arts assessments in at least the grades required by the

	<p>ESEA (3rd through 8th grade and once in high school).</p> <ul style="list-style-type: none"> • 85% of all Westlawn youth of age will graduate from high school.
Strategies	<ol style="list-style-type: none"> 1. Case Managers will link families to high quality schools and work with them to implement HACM's Education Initiative and to improve their children's school performance. 2. MPS will ensure high quality schools for the neighborhood.
Residents Served	<ol style="list-style-type: none"> 1. 336 school aged children in the Westlawn development 2. 1794 students enrolled in five schools in the Choice Neighborhood
Service Provider(s)	<p>MPS, Banner Preparatory School, Silver Spring Neighborhood Center, Day Care Services for Children, Carmen Northwest, and HACM</p>
Resource Commitments	<p>Choice Neighborhood Funds: \$1,247,500 – Leveraged funds: \$21,811</p> <p>Major leverage commitments include over \$200,000 from Carmen Schools and more than \$21,000 from MPS. Much of the strategy involves leveraging the new high-quality services from Carmen and the work that is already underway at the neighborhood MPS schools on school improvement. The commitments directly address the needs identified in the needs assessment for improved schools and the need for a quality neighborhood education track from ECE to elementary to middle/high to college or career.</p>

c. Promise Neighborhoods: The Westlawn target neighborhood is not currently the focus area of a Promise Neighborhood grant.

H.6 Economic Opportunities for Low- and Very Low-Income Persons (Section 3)

(a) **Section 3 Plan.** In September 2013, HUD's review of HACM's Section 3 compliance found that while HACM had made significant efforts in good faith to comply with Section 3, there were still some compliance issues related to the implementation of Section 3. In August 2014, HACM entered

into a Voluntary Compliance Agreement with HUD to improve its Section 3 Plan, procedures and improve results. The draft plan has been completed including strong compliance procedures and policy, and was sent to HUD on 2/4/2015 for review and approval.

I. Types/amounts of employment/training/contracting to be generated.

- **New Hires:** HACM commits to a minimum of 30% of new hires for construction contracts.

HACM estimates that the remaining construction at Westlawn could result in at least 76 new Section 3 workers: General Laborers—45; Painters/Drywallers—10; Carpenters—10; Masonry—5; Plumbers—5; Electricians—1.

- **Training:** Through its partnerships with training programs such as Milwaukee Community Service Corps and Wisconsin Regional Training Partnership/Big Step, HACM has a goal of at least 10 Section 3 individuals trained in construction training during the grant period.
- **Contracting with Section 3 businesses:** Based on recent experience, HACM believes that it will be able to contract at least 12%, or about \$3 million, with Section 3 businesses.

ii. Specific actions giving priority to Section 3 persons/businesses. HACM gives written notification about Section 3 to all vendors, contractors, and social service providers. At pre-bid conferences, information is provided about Section 3 requirements and compliance with Section 3 goals is part of the bid package and contract. HACM staff meet with contractors to discuss Section 3, contractors prepare a Section 3 Action Plan prior to the award of any contract, and HACM closely monitors compliance during the life of the contract. HACM also provides contractors with a list of Section 3 businesses. HACM also provides technical assistance and training to residents in starting businesses, and gives priority to these businesses for contracts.

iii. Eligibility criteria for certifying Section 3 residents/businesses. HACM uses a standard form for businesses to self-certify that they meet requirements to be a Section 3 business concern. HACM then follows up with questions to the owner/executive of the business to ensure that they

understand the definition and that they meet the requirements. HACM currently has a list of 45-50 Section 3 businesses and will also be starting a Section 3 Resident Listing including resident skills/experience and contact information to share with contractors. HACM is also collaborating with the City on its online Section 3 self-certification for businesses.

iv. Notification process about training, employment, and contracting opportunities: HACM helps to link public housing residents and other Section 3 persons with training and employment opportunities whenever possible and does significant outreach to residents to notify them about the availability opportunities through monthly resident meetings, quarterly newsletters, and through Case Managers. One component of HACM's workforce development plan uses organizations like the Milwaukee Community Services Corps (MCSC) or Northcott Neighborhood House to provide training and job opportunities for youth aged 16-24 who are interested in construction work but who lack job experience. HACM also leverages training through community resources, such as the Milwaukee Area Workforce Investment Board, Wisconsin Regional Training Partnership/Big Step, and the Milwaukee Area Technical College.

v. Monitoring contractors for Section 3 compliance. HACM's Section 3 Coordinator will monitor compliance with Section 3 requirements during the life of the contract. Contractors and subcontractors are required to report to HACM any new hires and names of Section 3 residents employed. HACM then evaluates progress and determines if changes are needed.

vi. Strategies for meeting the Section 3 goals. HACM is a partner with the Milwaukee Area Workforce Investment Board on a successful FY2014 Youthbuild grant, and will have a Youthbuild crew made up of primarily public housing young adults. HACM's goal is to get enough residents in the construction trades training pipeline that we will have qualified individuals ready to go once any construction related to this grant begins. HACM's revised Section 3 policy includes strong enforcement requirements intended to ensure that contractors meet or exceed the minimum Section 3

goals on contracting and hiring. For example, when hiring, contractors and subcontractors must perform outreach and if a Section 3 resident is not hired the employer is required to so justify in writing.

vii. Section 3 staff contact information and qualifications. HACM's Section 3 Coordinator is Evans Gant. Prior to joining HACM, Gant had two years of previous experience as a Housing Program Analyst for the Milwaukee County Community Development Block Grant office, working in the area of construction bids, compliance with labor and wage requirements, and Section 3. Contact information: 650 W. Reservoir Ave., Milwaukee, WI 53212. The phone number is (414) 286-2940 and email address is evgant@hacm.org.

(b) Section 3 Compliance: Although HUD's Section 3 Summary Reporting system continues to be unavailable due to technical problems, HACM continues to maintain applicable records and supporting materials once the system becomes available.

HACM has already amassed an enviable record of excellence among the nation's public housing authorities for sponsoring life enhancing service programs for its residents using operating as well as special grant funds. It is our intent, with the assistance of our partners, to utilize CNI grant funds awarded to us to open many new and exciting opportunities for community residents to strive for and achieve better. As we have demonstrated in the forgoing pages, this grant will be the tide that floats all community "boats." At the end of the day, that objective has to be at the top of the list of lofty ideals and outcomes for which CNI was created in the first place.

Name of Exhibit:
**Narrative Exhibit I:
Soundness of Approach**

Applicant:
City of Milwaukee

Name of File:
NarrativeExhISoundnessOfApproach

EXHIBIT I: SOUNDNESS OF APPROACH

I.1 Planning Process

The Principal Team Members have encouraged and welcomed the active involvement of public housing and community residents, neighbors, businesses, elected officials, community and faith-based organizations, HUD and other stakeholders in the planning and execution of all its redevelopment plans, and Westlawn is no exception. Over the last several years, no fewer than 44 meetings with residents and community/business leaders have been held as part of the planning process, which led to the preparation of two previous HOPE VI applications, and two CNI applications in 2012 and 2013. With input received through this extensive outreach and collaborative planning process, including the constructive criticism of HUD reviewers, the transformation plan for the Westlawn neighborhood has continually improved.

Although the redevelopment of Westlawn had been a priority for a number of years, it was the 2010 HOPE VI grant opportunity that catalyzed an intensive, comprehensive planning effort to revitalize the Westlawn community. The design firm Torti Gallas was retained by HACM to engage residents through design charettes and community meetings. Architectural drawings and models were created to illustrate various options and plans. The architects listened to residents' ideas and suggestions, and in many cases used those ideas to help shape the ultimate plan. Many comments from residents and other stakeholders directly impacted the Westlawn master plan. For example, the decision to designate one of the midrises for seniors, the decision to add child play areas to the linear park by Lincoln Creek, and the decision to add community gardens for the neighborhood came directly from resident recommendations.

Although the HOPE VI application was not funded, HACM and its partners moved forward, continued to refine the plan, and began neighborhood transformation by using tax credits to demolish, redesign and rebuild the eastern portion of the Westlawn housing development, now called Westlawn

Gardens. The Choice Neighborhoods grant will provide the catalyst to realize the full effect of neighborhood revitalization by completing the next phase of Westlawn: the redevelopment of the western section of the site. Outreach for all public and resident meetings has been inclusive and comprehensive. Notices and invitations were posted in a publication, *The Daily Reporter*, and were sent to all residents, as well as to elected officials, social service providers, community organizations and businesses. During the planning process for the 2012 and 2013 CNI applications, a total of 8 meetings were held to offer partners, stakeholders, Westlawn and neighborhood residents a chance to obtain information on the plans and to offer input, including: (1) 2/8/2012 meeting of neighborhood stakeholders; (2) 2/27/12 public meeting; (3) 3/21/12 public meeting; (4) 3/26/12 meeting with Westlawn residents; (5) 6/17/2013 public meeting; (6) 7/22/13 meeting with Westlawn residents (attendance = 112); (7) 8/13/13 public meeting (attendance = 89); and (8) 8/21/13 public meeting (attendance = 28). In 2014, three additional meetings were held to explain the Westlawn transformation plan and to allow the public, stakeholders and residents to provide input into the plan. Two public meetings were held on January 13, 2015 at the Silver Spring Neighborhood Center (attendance = 47) and on January 14, 2015 in conjunction with the HACM monthly Board of Commissioners meeting. The general public and all Westlawn residents were invited to these meetings, as were other concerned stakeholders, including local business leaders through the Havenwoods EDC, the Silver Spring Neighborhood Center, Growing Power, University of Wisconsin-Milwaukee, and Milwaukee Public Schools. In addition, a meeting with Westlawn residents was held on January 26, 2015 (attendance = 44). Among the topics discussed at all meetings were: the CNI planning and implementation process; the proposed physical plan; planned supportive service activities; other proposed transformation activities; relocation issues; reoccupancy plans and policies; and Section 3 and other employment opportunities. All sessions and meetings were held in facilities that are physically accessible to persons with disabilities. All notices of and communications

during all training sessions and public meetings were provided in an effective manner for persons with hearing, visual, and other communication-related disabilities. Flyers and materials were available in Spanish in order to engage those who have limited English proficiency. All public/resident meetings allowed for questions and answers and input and feedback from residents regarding the plans. Residents were extremely supportive of the proposed overall plan and offered detailed suggestions for the proposed units. One resident stated her preference that she would like to have screen doors on the units and another stated they preferred hard wood floors to carpeting. Staff explained that it has been a challenge finding a screen door that is within cost limits but sturdy enough to last, but that the design team would continue looking for an appropriate cost-effective, durable screen door. Regarding wood floors, HACM is looking at the possibility of designing some of the homes as *healthy homes*, without carpeting, which was done on one block of Westlawn Gardens. Finally, a resident asked if emergency pull cords could be installed in all accessible units, not just in midrises, and HACM will pursue incorporating that feature into the design. One of the most significant issues brought up by participants had to do with income eligibility for the new units and the concern that some households might be over-income to qualify. As public housing has higher income limits (80% AMI) than Section 8 (50% AMI) or LIHTC (60% AMI), HACM responded to the concern by including 40 public housing-only units in the plan to accommodate families that were over-income for the other programs. From the charrette process that resulted in the Westlawn Master Plan through the most recent CNI planning process, these examples illustrate how the Principal Team Members have gone beyond just providing information on the elements of the plan by incorporating resident and other stakeholders ideas and recommendations into the actual plan.

I.2 Community Engagement

From the very beginning and throughout the planning process, HACM has been inclusive of both Westlawn and neighborhood residents, including all in the charette process for the original

Master Plan and providing education and information about all elements of the Transformation Plan as it has improved. Through our iterative process, we will leverage the opportunities that are embodied in our mutual vision. By holding our partners and ourselves accountable through the long-term, the Westlawn neighborhood will be transformed to a community that stimulates economic and human growth. Through expanding our established and proven engagement mechanisms as described in the following paragraphs, our partnerships will eventually dissolve artificial barriers and strengthen the links between Westlawn and the broader community. Our demonstrated accomplishments in building consensus, evaluating and refining our decision making processes and fine-tuning the redevelopment plans will ensure success.

Looking forward, the City of Milwaukee, HACM and the other Principal Team members intend to continue to engage the residents in several ways: (1) Including resident leaders and neighborhood representatives on the implementation subcommittees that will be led by the Principal Implementation Partners in the areas of Housing, People, Neighborhood, and Education (see Section I.5) so that feedback and input of residents is part of the process; (2) Continuing to keep Westlawn residents informed and solicit feedback at the monthly meetings of the Westlawn Resident Council by providing regular updates on activities; (3) Working with the Havenwoods Economic Development Corporation and with the local Alderperson and other City leaders to outreach to the rest of the neighborhood through information sessions for general residents of the Westlawn Choice Neighborhood; and (4) Working with Westlawn and neighborhood residents through Neighborhood Watch activities, part of our public safety strategy to better coordinate efforts with residents of Westlawn and the surrounding neighborhood.

HACM and its Principal Team members and other partners will continue to work closely to build capacity among the neighborhood residents, especially but not limited to the residents of Westlawn itself. In September 2012, nearly 200 volunteers from Westlawn and the neighborhood

took part in transforming an empty lot in the Westlawn neighborhood into a multigenerational KaBOOM! playground. Residents spent two months planning for the event, working to obtain commitments from local donors of cash and food to support the project as well as engaging volunteers to come out on a Saturday to make the playground a reality. At its conclusion, the KaBOOM! playground build not only provided a place for all neighborhood kids to play safely, but it also helped build capacity among resident leaders on how to plan and implement a project to better their neighborhood. HACM will continue to actively engage the residents in various elements and activities related to the Transformation Plan, including: (1) facilitating additional project-based capacity-building activities like KaBOOM!; (2) Implementing activities related to the community gardens and leveraging the positive impact of Growing Power by creating a farmers market and associated entrepreneurial activities such as small food retailers in the new grocery store/public market described in the Exhibit F.2; (3) Providing advanced leadership training for participants from the project-based activities; and (4) Leading training sessions for residents serving on CNI Subcommittees on topics such as Program Evaluation and CNI best practices.

The implementation of the Transformation Plan will be a learning experience not only for residents, but also for the City, HACM, the Principal Team members, and our other partners. Through the life of the grant, we will continue to seek additional evidence-based strategies and/or national models that will assist us in achieving our overall goals, procuring additional resources to be deployed, and collecting other relevant information from conferences, articles, national groups, and word-of-mouth that will help us implement the Transformation Plan. As described in I.7, a formal evaluation process will also assist participants in analyzing the outcomes of the Transformation Plan.

I.3 Stakeholder Collaboration

The City of Milwaukee as lead applicant and HACM as co-applicant have reached out to a broad range of local government officials, members of community foundations and the business

community including the Greater Milwaukee Committee (GMC). Stakeholders have been actively exploring options to sustain and enhance neighborhood transformation efforts including engaging Purpose Built Communities to assist in the implementation of the Transformation Plan. We will use this model of a holistic approach by creating a dedicated team of like-minded civic leaders with a strong vision and strategy for success, and the ability to communicate and build consensus within the community. As described in I.5 below, Principal Team members will collaborate with key stakeholders through regular (quarterly) subcommittee meetings in the focus areas (Neighborhood, Housing, People, Education). Other key stakeholders who may not have the time to serve in a subcommittee role may assist in the evaluation and potential implementation and funding of a Westlawn Purpose Built Community model.

Besides the principal team members, other key stakeholders involved include:

1. Silver Spring Neighborhood Center (SSNC): A key asset to the neighborhood and for the entire northwest side of the city. The Executive Director has been part of all planning meetings and will continue to be involved on a regular basis, as SSNC will need to be part of the People, Education and Neighborhood subcommittees.
2. Carmen Northwest: The Principal, Dr. Patricia Hoben, has been briefed several times on the Westlawn Transformation plan, is eager to become part of a collaboration to improve the education pipeline (birth to college/career) for youth in the neighborhood, and the success of Carmen is a key part of our educational plan. Along with the other principals of MPS schools, she will serve on the Education subcommittee.
3. Havenwoods Economic Development Corporation: The Executive Director of the Havenwoods Economic Development Corporation and Business Investment District, Stephanie Harling, has been fully briefed on the Choice Neighborhoods opportunity and is a conduit of information and feedback both to and from the Havenwoods neighborhood and businesses.

Havenwoods focus area is from Sherman Boulevard to 76th and from Silver Spring Drive to Good Hope Road. About half of the Havenwoods target area (up to Mill Road) is located within the Westlawn Choice Neighborhood, thus sharing linkages and common assets. In coordination with the redevelopment efforts underway, the Havenwoods organization has worked with the City of Milwaukee and HACM to develop complementary approaches to curb appeal projects, economic development projects, crime prevention strategies and linkages between block club associations. Havenwoods will be key in helping to attract and improve the retail and other assets/resources in the community, including the planned grocery store and outreaching to local businesses for spaces in the planned public market, and Havenwoods will be a key partner in helping to sustain our economic development activities throughout and after the grant period.

4. UWM College of Nursing: As an Anchor Institution, and involved in the neighborhood for many years, UWM plays and will play a key role in assisting residents in managing chronic health conditions and in improving health in general for residents. The Dean and other instructors have been kept informed on the Transformation plan elements and have assisted in helping HACM draft the health-related People strategy. They will play a key role as part of the People subcommittee.

5. Growing Power: As an Anchor institution and playing a key role on the People subcommittee, Growing Power and their founder, Will Allen, have been involved at Westlawn since they started their farm five blocks from Westlawn in the early 1990s. The Principal Team members have had a number of meetings with Growing Power over the past four years to keep them updated on the Westlawn transformation plan and to determine Growing Power's role to help the residents at Westlawn learn more fresh food and healthy eating.

6. Milwaukee Area Workforce Investment Board: MAWIB was one of the city agencies, along with the Health Department and Department of City Development, that has been kept very informed about the Westlawn transformation plan. Because of the overall role it plays and the resources

available to it, MAWIB will play a key role in assisting with employment and self-sufficiency outcomes at Westlawn, and will serve as a member of the People subcommittee.

7. Milwaukee Health Services: As an FQHC near the Westlawn neighborhood, MHS serves as a health asset for residents of the northwest side of Milwaukee. Since 2013, MHS has been involved in the Westlawn transformation plan and will be a key health care partner and resource, including being part of the People subcommittee.

8. Wisconsin Women's Business Initiative Corporation (WWBIC): WWBIC has been a key partner and will be helpful in both the People strategy (financial literacy, asset building) and in the Neighborhood strategy (assisting with the revolving loan fund/helping to encourage new small business development in the neighborhood).

9. Greater Milwaukee Committee (GMC): The Greater Milwaukee Committee is a private - sector civic organization whose mission is to contribute to the cultural and economic base of the Milwaukee Metropolitan area. The organization was formed in the late 1940s and is comprised of leaders in business, the professions, labor, education and philanthropy, and nonprofit community development. The GMC has had meetings with the Mayor and other Principal Team members and is exploring the potential to become involved in establishing a Purpose Built Community model.

I.4 Anchor Institution Engagement

The following Anchor Institutions have been engaged with residents of the Westlawn neighborhood for some time. They each contribute in significant ways to the improvement of the human, social, cultural and economic well-being of the residents, and are committed to continue these efforts in the implementation of the Transformation Plan.

Growing Power is a nationally-renowned nonprofit organization and land trust which helps combat urban health problems such as obesity and diabetes by providing equal access to healthy, high-quality, safe and affordable food. Founder and urban farmer, Will Allen, received a MacArthur

“genius” award in 2008 to carry on his work and he has been recognized by First Lady Michelle Obama as one of the most influential leaders of the food security and urban farming movement. Growing Power provides hands-on training in setting up “community food systems” that help people grow, process, market and distribute food sustainably. Through a novel synthesis of various low-cost farming technologies -- such as the use of raised beds, aquaculture, vermiculture, and greenhouses heated through composting – Growing Power produces vast amounts of food year-round at its main two-acre farming site, located on West Silver Spring Drive, within the Westlawn Choice Neighborhood, and only five blocks from the Westlawn site. The Transformation Plan strategy includes Growing Power as a major partner to provide residents with information and education through after-school and job training programs, to expand a green waste/compost recycling program that is now in-place in the completed Westlawn Gardens revitalization to the proposed revitalization of the west side of the site, as well as to provide hands-on training in the new Westlawn community gardens to teach residents to “grow their own.” Due to its national and international influence, Growing Power is not only a local asset but also is an anchor institution.

University of Wisconsin-Milwaukee: The University of Wisconsin-Milwaukee (UWM) has a long history of assisting in community collaborations in other neighborhoods throughout Milwaukee. Since 1987, UWM College of Nursing has had a presence at Westlawn, through a collaboration with the on-site Silver Spring Neighborhood Center (SSNC). UWM provides primary care services including a walk-in clinic at SSNC that is open 50 hours per week. UWM has also expanded its efforts in the Westlawn neighborhood through their “Westlawn Partnership for a Healthier Environment”, a collaborative effort with more than 20 partners through a CARE (Community Action for a Renewed Environment) cooperative agreement with the U.S. EPA. This partnership has brought together community stakeholders to assess environmental health issues important to the Westlawn neighborhood, and is now working on improving environmental health

through assisting in the implementation of healthy homes and healthy childcare environments. UWM has been a significant partner in planning the overall Transformation Plan, in the topics of health and healthy neighborhoods. It has demonstrated its commitment to the Westlawn community and will continue to provide needed services in the implementation of the Transformation Plan.

Silver Spring Neighborhood Center: Throughout Milwaukee, there are many neighborhood entities that contribute immeasurably to community organization, improvement programs, local problem solving and a sense that “we’re all in this together.” The same holds true for the Westlawn target neighborhood, where the Silver Spring Neighborhood Center (SSNC) has been a stabilizing presence for Milwaukee’s northwest side and the Westlawn community for the past several decades. It was founded as a settlement house in 1958 to serve Westlawn families as well as the surrounding community. Since then, it has grown substantially in both programmatic scope and facility size (3,000 square feet to 50,000 square feet). It is prominently located in the center of the Westlawn site, where it provides an educational and service-rich hub for the neighborhood. The SSNC service model is comprehensive combining focused health and social services, recreation, early childhood education, after-school education and programming, adult education, employment and housing assistance, community organizing, emergency services, advocacy and other support services. SSNC has partnerships with over 50 agencies that bring both expertise and resources through SSNC to serve the Choice Neighborhood and other residents in need. SSNC is a trusted service provider entity and has been a fully engaged partner in the redevelopment of the eastern portion of Westlawn. SSNC will continue to offer its wide array of services, including its exceptional early childhood education program to Westlawn and Choice Neighborhood residents, and will be a critical piece of the cradle-to-career model in the Westlawn neighborhood. The leveraged financial commitments (Attachment 57) from these anchor institutions include \$52,500 from Growing Power, \$2,042,150 from UWM, and \$4,372,910 from Silver Spring Neighborhood Center.

I.5 Organization Framework for Implementation

Attachment 6 includes the partnership certification signed by executive officers of each entity that: describes the roles of each organization; demonstrates a commitment to work collaboratively throughout the grant period; and outlines the process for coordination, decision-making and dispute resolution. The City of Milwaukee as Lead Applicant, along with HACM as Co-Applicant will convene regular quarterly meetings of the key managers for the Principal Team Members in the grant: HACM (Co-applicant), HACM (Housing), HACM (People), RACM (Neighborhood), Milwaukee Public Schools (Education). The meetings of this leadership team will be co-chaired by Sharon Robinson, Director of Administration (DOA) for the City, and Tony Perez, HACM Secretary-Executive Director. In her role as DOA Director, Ms. Robinson oversees key city departments, including the Community Development Grants Administration (which is the conduit for CDBG funds), the Purchasing Department, the Information and Technology Division, the Office of Environmental Sustainability and the Election Commission. The DOA Director is the go-to position for operations within the City of Milwaukee. This Lead Team will have both the responsibility and opportunity to report progress, problems, and proposed solutions. Each Implementation Entity is held responsible for activities and outcomes achievement in their respective areas of expertise, and will chair subcommittees for each area of involvement (Neighborhood, Housing, People, Education). These subcommittees will include significant partners and other stakeholders in their focal areas (*e.g.*, People), including resident representation, and will bring information on activities, achievements and issues/concerns back to the leadership team for discussion and resolution. The Mayor will be briefed on major accomplishments and issues related to the Westlawn transformation during the quarterly Accountability in Management (AIM) meetings for the Housing Authority which focus on measuring progress toward attaining organizational goals and objectives, and implementing best practices.

I.6 Evidence-based Decision Making

The Principal Team Members have incorporated practices, programs, and strategies into the Westlawn Transformation Plan that are based on strong evidence to achieve effective outcomes.

Major examples include the following (with supplementary documentation in Attachment 50):

- 1. Education (Early Childhood Education):** Both MPS Head Start program and SSNC uses the *Creative Curriculum for Preschool*, a comprehensive integrated curriculum and assessment system. The metric used in the program is the “Number and % of children in kindergarten who demonstrate ... age appropriate functioning across multiple domains of early learning as determined using developmentally appropriate early learning measures.” It is an evidence-based program with at least four studies conducted to evaluate its effectiveness, most recently by Philliber Research Associates for the Hartford Foundation, with several having a treatment and control group (*e.g.*, FACES study compared Head Start classrooms that used Creative Curriculum to those that did not). The studies found positive to significant gains using Creative Curriculum.
- 2. Education (K-12): 21st Century Community Learning Centers (CLC)** is a program sponsored by the U.S. Department of Education and used at Browning. The CLC is a model of an afterschool programs with academic support services and is directly related to the metric, “Number and % of students at or above grade level for math and English language arts.” Promise Neighborhoods Research Consortium rates the effectiveness of this program as 1 (Meets criteria for effectiveness).
- 3. Education (K-12):** MPS is implementing a *Comprehensive Literacy Plan* based on the *Response to Intervention (RtI)* 3-tier model. This literacy plan directly measures the metric “Number and % of students at or above grade level according to math and English language arts.” This is an evidence-based model based on a number of studies that the What Works Clearinghouse has rated as minimally to strongly effective for its various components.

4. **Public Safety:** HACM and MPD will implement a *neighborhood watch program* in the Westlawn CNI neighborhood, which will directly impact the metric for reduction in violent crime. A number of studies have shown the relationship between neighborhood watch and reduction in neighborhood crime and greater social cohesion. A systemic review of studies that was done in 2008 by Bennett, Farrington, and Holloway showed that overall Neighborhood watch programs resulted in reductions in violent crimes of 16-26%. The Promise Neighborhoods Research Consortium rates this program an effectiveness level of 1—(Meet criteria for effectiveness).
5. **Public Safety:** The design for Westlawn incorporates *Crime Prevention Through Environmental Design (CPTED)* (e.g. better lighting, open view of public spaces, strategic placement of greenery, direct access to dwellings). CPTED is an evidence-based approach accepted by U.S. DOJ and HUD. The Bureau of Justice Assistance Center for Program Evaluation and Performance Management has reviewed CPTED evaluation studies and has concluded that implementing CPTED strategies does impact crime (reduce crime).
6. **Public Safety:** To reduce crime in the Westlawn neighborhood, HACM and MPD are also working together to increase *community policing (beat patrol/foot patrols)* in the neighborhood especially around hot spots for crime such as the KaBOOM! playground, the linear park, and the school/SSNC. Several studies have shown a direct impact on reducing crime rates through use of beat patrols/foot patrols (the Philadelphia Foot Patrol study (Ratcliffe, Taniguchi, Groff and Wood) or the study of Operation Impact in New Jersey (Piza, O’Hara).
7. **Health:** UWM College of Nursing will implement health promotion programs based on *Individual and Family Self-Management Theory* focusing on chronic disease prevention. This is an evidence-based approach that is fairly intuitive: individuals that engage in self-management (SM) behaviors improve their outcomes. The Ryan-Swain paper reviewed the literature and studies surrounding SM and this will be incorporated into our health strategy with a direct correlation to the

overall outcome of “Children, youth and adults that are physically and mentally healthy.”

8. **Health:** There are a number of studies that have shown that *community gardens* improve access to and consumption of fruit and vegetables, and that they can improve physical activity for the gardeners. They are also a strategy to increase fruit/vegetable availability in food deserts. This will directly impact the overall outcome of “Children, youth and adults that are physically/mentally healthy.”

9. **Health:** *Community-based approaches to the prevention and management of hypertension and cardiovascular disease* have been shown to be successful in varying degrees at identifying and educating individuals at risk (Ferdinand, et. al. published in the Journal of Clinical Hypertension). This will directly impact the overall outcome of “Children, youth and adults that are physically and mentally healthy.” “*With Every Heartbeat is Life*” is one of these evidence-based approach developed by the National Heart, Lung and Blood Institute.

10. **Employment:** More than 20 years of research went into the *WorkNet model* of career development and job placement for persons with barriers, also known as the “*No One is Unemployable*” model. This will measure the metric: “Number & % of adults working.”

11. **Employment:** One of the programs that we will be using for workforce development will be a *Youthbuild training* program in coordination with the Milwaukee Area Workforce Investment Board. This will measure one of the economic metrics, “Number and % of adults working full and part-time”. Youthbuild is an evidence-based approach to job training –studies include the Hahn, Leavitt and Horvat (2004) study of 900 graduates from 30 programs, and the Wright study from 2001 funded by DOL that compared the success of Youthbuild programs with other welfare-to-work programs with similar eligibility requirements. Youthbuild graduates earned 16% more.

12. **Employment :** *Transitional jobs (TJ or subsidized employment)* will be a program targeted to those that meet the eligibility requirements of the program and that need transitional (subsidized)

employment to gain experience in the workforce, and work their way into unsubsidized employment. Bloom reviews the most recent studies done on TJ; there have been large short-term increases in employment through the program for hard-to-employ groups. While there is less evidence for post-program increases in earnings, there are positive impacts on other key outcomes. This program will measure one of the metrics, “Number and % of adults working full and part-time”.

I.7 Collection and Use of Data to Achieve Core Goals of the Transformation Plan

HACM has established baseline metrics for Westlawn wherever possible and outlined them in other exhibits of this application: the physical needs of the neighborhood are detailed in Exhibit D, the neighborhood is described in Exhibit E, and Westlawn residents’ baseline needs for services as documented by the resident survey are described in Exhibit H. The Transformation Plan has been specifically tailored to meet those needs of Westlawn and Choice Neighborhood residents identified in the baseline metrics and strategies and activities that will result in measurable improvements to the neighborhood and for its residents through a range of Housing, Neighborhood, People and Education activities undertaken by Principal Team Members and other community partners.

Metrics regarding housing development outcomes (*e.g.*, number and type of units developed, income mix achieved, accessibility, green building criteria, etc.) are currently tracked by HACM, and will continue to be tracked for the implementation of this CNI grant. For metrics related to the People plan, HACM currently utilizes two databases: VisualHomes (basic resident/voucher participant data with current income) and Tracking at a Glance (case management software). Tracking at a Glance tracks information on the household, supportive service referrals and completions, and relocation information on multiple moves if necessary. HACM has utilized the software for its last three HOPE VI grants to track information on HACM’s Education Initiative, tracking information on schools attended by children from the target site, student grades from report cards, and other education and schools-related information. In addition, MPS has agreed to match neighborhood addresses to their

overall student database to provide overall data on school attendance, reading and math test scores, etc.). This resident-specific data will be supplemented with secondary data sources such as the overall performance of the four neighborhood schools (*e.g.*, accountability scores, test scores compared to the state).

For the neighborhood strategy, the City of Milwaukee and the Redevelopment Authority of the City of Milwaukee (RACM) will provide overall information on the neighborhood to track median home sales prices, building permit activity, long-term vacancy rates, and neighborhood employment rates. The Milwaukee Police Department will provide Part I violent crime rates and other crime data. Finally, HACM will supplement this resident-specific data with secondary data sources, such as other general neighborhood metrics (*e.g.*, reading and math test). The Lead and Co-Applicants will be responsible for ensuring that data collection and analyses are coordinated to minimize and eliminate redundant surveying. Impact Planning Council will be engaged to perform an evaluation of the Westlawn Transformation Plan, the strategies and outcomes, and to assist with data collection and analysis. Impact Planning Council, a private, non-profit social services, research and planning organization, has more than 30 years of health and human service programming experience and has previously evaluated HACM's six HOPE VI grant programs. Impact Planning Council will assist the Principal Team Members by coordinating the overall collection and analysis of data from both primary sources (*e.g.*, coordinating surveys of representative samples of Westlawn residents on topics such as utilization of supportive services or on attitudes about the neighborhood including safety, so that partners do not do multiple or duplicative surveys) and from secondary sources (*e.g.*, HACM databases, school records, data from the early childhood education partners, crime statistics, quarterly wage earning reports from the State of Wisconsin, property valuation, etc.). Impact will analyze all data collected to address the impact of the Transformation Plan on the lives of Westlawn residents, the nature and extent of economic development generated in the community, and the effect

of the revitalization effort on the neighborhood.

Data collected for quarterly HUD reports as well as the data from interim reports from Impact will be shared with the Principal Team Members at regular quarterly meetings of the major partners in the grant: City of Milwaukee/Lead Applicant; HACM/Co-Applicant; HACM/Housing and People; RACM/Neighborhood; MPS/Education and other subgroups to discuss achievements; to identify potential problems, service gaps, or potential new evidence-based programs, new partners or new resources; and to refine or change the Transformation Plan strategies and activities when needed.

I.8 Affirmatively Furthering Fair Housing

The Westlawn Transformation Plan is designed to advance fair housing goals by:

- 1. Increasing economic and racial/ethnic diversity within the neighborhood.** After revitalization, Westlawn will be a much more economically diverse community than it currently is. It will be transformed from what was Wisconsin's largest public housing development (originally 726 units of 100% public housing) into an 956-unit mixed-income community: 250 units redeveloped during Phase 1 which was completed in 2012, 708 units to be built through the Transformation Plan. The 708 units include 394 public housing units, 123 other affordable rental units, 141 market-rate rental apartments, and 50 market-rate for-sale homes. To broaden the range of incomes in Westlawn's affordable units, HACM has a local preference policy for families with a broad range of incomes, which will result in a higher proportion of working families in the Westlawn neighborhood over time (Wisconsin prohibits preferences based on source of income, such as employment). By opening the wait list to higher income families and using its self-sufficiency programs to provide opportunities for upward mobility, HACM will improve homeownership opportunities for residents.
- 2. Providing existing residents with the choice to pursue housing choices in areas of greater racial, ethnic, and income diversity.** During the relocation process, HACM will provide residents of Westlawn with information on relocation options, including the choice to relocate temporarily or

permanently. HACM has had great success in using its Section 8 program to promote more integrated housing. More than 50% of HACM's Section 8 assistance is used in "non-impacted" areas. HACM will help any Westlawn residents who choose to relocate off-site to identify good housing options in economically and racially diverse areas. HACM also actively promotes opportunity for HCVP participants through the portability provisions of its Administrative Plan.

3. Demonstrating any replacement housing located outside of the target neighborhood increases the racial and ethnic diversity of the neighborhood. All planned replacement housing is located within the target neighborhood.

4. Ensuring that buildings and housing are accessible and visitable by persons with disabilities. HACM will increase the accessibility of the Westlawn housing by ensuring that 10% of the rental housing units are accessible to persons with mobility impairments, 3% for those with hearing impairments and 3% for vision impairments. In addition, HACM will incorporate the principles of universal design and meet and exceed HUD's visitability and adaptability standards in 60% of the units that are not fully accessible.

5. Demonstrating that the proposed Transformation Plan is consistent with the Analysis of Impediments to Fair Housing for Milwaukee. Milwaukee's Analysis of Impediments to Fair Housing Choice identified socioeconomic status – based on education, employment, and income – as the key factor that contributes to racially segregated housing. To improve residents' socioeconomic status, the Transformation Plan includes specific strategies to address education, job training, employment, health, and other needs, in order to build residents' capacity to earn, save, become economically independent and access a wider range of housing options. In addition to socioeconomic factors, the lack of available units, especially for larger families, limits fair housing choice. To address this deficiency the proposed revitalization at Westlawn incorporates 96 three-bedroom units and 36 four-bedroom units.

Name:

**Narrative Attachment 01:
Implementation Grants Key
Eligibility Threshold Data Form**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att01KeyEligThreshDataForm

CHOICE NEIGHBORHOODS IMPLEMENTATION GRANTS APPLICATION INFORMATION

ELIGIBLE NEIGHBORHOOD

Name of Neighborhood Westlawn

ELIGIBLE APPLICANT

You must provide the following information for the Lead Applicant and, if applicable, the Co-Applicant

Lead Applicant: City of Milwaukee

Type of Eligible Applicant Public Housing Agency Local Government Tribal Entity
(check one) PHA Code: _____
 Nonprofit For profit developer applying jointly with a public entity

Mailing Address: City Hall, 200 East Wells Street, Room 201, Milwaukee WI 53202

Executive Officer Name & Title: Tom Barrett, Mayor of Milwaukee

Telephone: 414-286-2200 Fax: 411-286-3131 Email: Mayor@milwaukee.gov

Primary Contact Name & Title: Sharon Robinson, Director - City of Milwaukee - Department of Administration

Telephone: 414-286-3828 Fax: 414-286-5003 Email: srobin@milwaukee.gov

Co-Applicant (if any): Housing Authority of the City of Milwaukee

Type of Eligible Applicant Public Housing Agency Local Government Tribal Entity
(check one) PHA Code: WI002
 Nonprofit For profit developer applying jointly with a public entity

Mailing Address: 809 North Broadway Street, Milwaukee WI 53202

Executive Officer Name & Title: Antonio Perez, Secretary/Executive Director

Telephone: 414-286-5670 Fax: 414-286-0833 Email: tperez@hacm.org

Primary Contact Name & Title: Bobbi Marsells, Assistant Secretary

Telephone: 414-2862920 Fax: 414-286-0833 Email: bmarse@hacm.org

PRINCIPAL TEAM MEMBERS

Housing Implementation Entity: Housing Authority of the City of Milwaukee

Mailing Address: 809 North Broadway Street, Milwaukee WI 53202

Executive Officer Name & Title: Antonio Perez, Secretary/Executive Director

Telephone: 414-286-5670 *Fax:* 414-286-0833 *Email:* tperez@hacm.org

Primary Contact Name & Title: Bobbi Marsells, Assistant Secretary

Telephone: 414-286-2920 *Fax:* 414-286-0833 *Email:* bmarse@hacm.org

People Implementation Entity: Housing Authority of the City of Milwaukee

Mailing Address: 809 North Broadway Street, Milwaukee WI 53202

Executive Officer Name & Title: Antonio Perez, Secretary/Executive Director

Telephone: 414-286-5670 *Fax:* 414-286-0833 *Email:* tperez@hacm.org

Primary Contact Name & Title: Kenneth Barbeau, Director, HACM Community Programs and Services

Telephone: 414-286-2905 *Fax:* 414-286-3169 *Email:* kbarbe@hacm.org

Neighborhood Implementation

Entity: Redevelopment Authority of the City of Milwaukee

Mailing Address: 809 North Broadway Street, Milwaukee WI 53202

Executive Officer Name & Title: Rocky Marcoux, Commissioner

Telephone: 414-286-5800 *Fax:* 414-286-0395 *Email:* rocky.marcoux@milwaukee.gov

Primary Contact Name & Title: Vanessa Koster, City Planning Manager

Telephone: 414-286-5671 *Fax:* 414-286-5716 *Email:* vkoste@milwaukee.gov

Education Implementation Entity: Milwaukee Public Schools

Mailing Address: 5225 West Vlet Street, Milwaukee, WI 53208

Executive Officer Name & Title: Darrienne B. Driver, Superintendent, Milwaukee Public Schools

Telephone: 414-475-8001 *Fax:* 414-475-8585 *Email:* driverdb@milwaukee.k12.wi.us

Primary Contact Name & Title: Marie Thompson, Director, MPS Grants Development

Telephone: 414-475-8203 *Fax:* 414-475-8422 *Email:* thompsmx@milwaukee.k12.wi.us

ELIGIBLE TARGET HOUSING

Your application must focus on severely distressed public and/or HUD-assisted housing. See section I.C for definitions of "public housing," "assisted housing," and "severely distressed housing."

Provide the following information for each target housing project. List each site separately.

Project #1

Project Name: _____

Type of Eligible Housing

- (check one) Public Housing (section 9) section 202 section 236
 Project-based section 8 section 811 Indian Housing
 Project-based vouchers section 221(d)(3)

If Public Housing	PIC AMP Number: <u>WI002000070</u>
	"old" Project Number: <u>WI002000002</u>

If Assisted Housing	Contract Number: _____
	REMS Number: _____
	If FHA Insured, FHA #: _____

Physical Street Address 6301 W. Sheridan Ave. / 5411-5557 N. 64th St.
 (include city, state and ZIP) Milwaukee, WI 53218

Unit Information as of Application Date

Total Number of Units in Project	<u>394</u>	Number Occupied	<u>382</u>
Number of Public and/or Assisted Units in Project	<u>394</u>	Number Vacant	<u>12</u>

Project #2 (if applicable)

Project Name: _____

Type of Eligible Housing

- (check one) Public Housing (section 9) section 202 section 236
 Project-based section 8 section 811 Indian Housing
 Project-based vouchers section 221(d)(3)

If Public Housing	PIC AMP Number: _____
	"old" Project Number: _____

If Assisted Housing	Contract Number: _____
	REMS Number: _____
	If FHA Insured, FHA #: _____

Physical Street Address _____
 (include city, state and ZIP) _____

Unit Information as of Application Date

Total Number of Units in Project	_____	Number Occupied	_____
Number of Public and/or Assisted Units in Project	_____	Number Vacant	_____

Project #3 (if applicable)

Project Name: _____

Type of Eligible Housing

Type of Eligible Housing

(check one) Public Housing (section 9) section 202 section 236
 Project-based section 8 section 811 Indian Housing
 Project-based vouchers section 221(d)(3)

If Public Housing PIC AMP Number: _____
"old" Project Number: _____

If Assisted Housing Contract Number: _____
REMS Number: _____
If FHA Insured, FHA #: _____

Physical Street Address

(include city, state and ZIP) _____

Unit Information as of Application Date

Total Number of Units in Project _____	Number Occupied _____
Number of Public and/or Assisted Units in Project _____	Number Vacant _____

Project #4 (if applicable)

Project Name: _____

Type of Eligible Housing

Type of Eligible Housing

(check one) Public Housing (section 9) section 202 section 236
 Project-based section 8 section 811 Indian Housing
 Project-based vouchers section 221(d)(3)

If Public Housing PIC AMP Number: _____
"old" Project Number: _____

If Assisted Housing Contract Number: _____
REMS Number: _____
If FHA Insured, FHA #: _____

Physical Street Address

(include city, state and ZIP) _____

Unit Information as of Application Date

Total Number of Units in Project _____	Number Occupied _____
Number of Public and/or Assisted Units in Project _____	Number Vacant _____

Name:

**Narrative Attachment 02:
Existing Units, Occupancy,
Vacancy
(HUD-53234)**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att02ExistingUnitsOccupVacancy

CHOICE NEIGHBORHOODS
Attachment 2
Existing Units, Occupancy, and Vacancy

OMB Approval No. 2577-0269
(exp. 1/31/2015)

Existing Housing Units at the Targeted Public and/or Assisted Site(s) at the Time of Grant Application

<i>Building Type</i>	<i>Size</i>	<i>Number Occupied</i>	<i>Number Vacant</i>	<i>Total Units</i>	<i>Converted to Non-Dwelling</i>	<i>Demo Planned</i>
Row	0 BR					
	1 BR	94		94		94
	2 BR	172	3	175	3	178
	3 BR	89	5	94		94
	4 BR	27	1	28		28
	5 BR					
	6 BR					
	Total	382	9	391	3	394

Detached/ Semi-Detached	0 BR					
	1 BR					
	2 BR					
	3 BR					
	4 BR					
	5 BR					
	6 BR					
	Total					

Walkup	0 BR					
	1 BR					
	2 BR					
	3 BR					
	4 BR					
	5 BR					
	6 BR					
	Total					

Elevator	0 BR					
	1 BR					
	2 BR					
	3 BR					
	4 BR					
	5 BR					
	6 BR					
	Total					

Grand Total		382	9	391	3	394
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HUD-53234 (3/2011)

Name:

**Narrative Attachment 03:
Planned Units**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att03PlannedUnits

CHOICE NEIGHBORHOODS - IMPLEMENTATION GRANTS
Attachment 3: Planned Units

OMB Approval No. 2577-0269
(exp. 1/31/2015)

Replacement Housing

Rental Units: Replacement Housing - Public Housing-Related														
PH Only			PH/LIHTC			PH/Other			Other: [enter type name]			Total		
On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)
22	18		354									376	18	

Rental Units: Replacement Housing - Multifamily Assisted Housing-Related														
Section 202			Section 811			Project-based Section 8			Other: [enter type name]			Total		
On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)

Tenant-based Vouchers:
Replacement Housing (subject to HUD approval)

Non-Replacement Housing

Rental Units: Non-Replacement Housing - With Choice Neighborhoods Grant Funding Assistance											
Type: Market Rate			Type: LIHTC			Type: [enter type name]			Total		
On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)
6			20						26		

Rental Units: Non-Replacement Housing - Without Choice Neighborhoods Grant Funding Assistance														
LIHTC			CDBG, HOME, or other subsidy			No Income Restrictions			Other: [enter type name]			Total		
On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)
73	30					75	60					148	90	

Homeownership Units (also Non-Replacement Housing)																	
Affordable Lease/Purchase with Choice Neighborhoods and/or			Affordable Fee Simple Homeownership with Choice Neighborhoods and/or			Second Mortgage Only with Choice Neighborhoods and/or PH funds			Homeownership with other subsidies (No Choice Neighborhoods or PH funds)			Market Rate Homeownership (No subsidies)			Total		
On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)
												25	25		25	25	

Other Units (operating subsidy only, etc)														
Type: [enter type name]			Type: [enter type name]			Type: [enter type name]			Type: [enter type name]			Total		
On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)	On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)

Grand Total (Replacement vs. Non-replacement)

On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)
[376] vs. [199]	[18] vs. [115]	[] vs. []
Grand Total - All Units [394] vs. [314]		

Grand Total (Affordable vs. Market Rate)

On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)
[469] vs. [106]	[48] vs. [85]	[] vs. []
Grand Total - All Units [517] vs. [191]		

Grand Total (Rental vs. Homeownership)

On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)
[550] vs. [25]	[108] vs. [25]	[] vs. []
Grand Total - All Units [658] vs. [50]		

Grand Total (On-Site, Off-Site)

On-Site	Off-Site (inside neighborhood)	Off-Site (outside neighborhood)
575	133	
Grand Total - All Units 708		

HUD-53234 (3/2011)

Name:

**Narrative Attachment 04:
RAD Certification**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att04RADCertification



HOUSING AUTHORITY OF THE
CITY OF MILWAUKEE

Tom Barrett
Mayor

Antonio M. Perez
Secretary-Executive Director

Board of Commissioners

February 9, 2015

Secretary Julián Castro
U.S. Department of Housing and Urban Development
451 Seventh Street, NW
Washington, DC 20410

Dear Secretary Castro:

As stated in the Housing Strategy section, our FY 2014/2015 Choice Neighborhoods Implementation Grant application is a joint RAD application. Per the NOFA, we hereby affirmatively request that the Westlawn Housing Development be placed on the RAD waiting list for 394 units until HUD has statutory authority to convert additional units under RAD.

Sincerely,

Mark A. Wagner
Chair, HACM Board of Commissioners

Antonio M. Pérez
Secretary-Executive Director

Housing Management

809 N. Broadway, 3rd Floor
Milwaukee, WI 53202
(414) 286-5824 Voice
(414) 286-0833 Fax

Community Services

650 W. Reservoir Ave.
Milwaukee, WI 53212
(414) 286-5100 Voice
(414) 286-3169 Fax
(414) 286-3504 TDD

Housing Operations

5125 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-2192 Voice
(414) 286-8742 Fax

Maintenance Operations

2411 N. 51st St.
Milwaukee, WI 53210
(414) 286-2931 Voice
(414) 286-0208 Fax

Modernization & Development

5125 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-2951 Voice
(414) 286-8742 Fax

Rent Assistance

5011 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-5650 Voice
(414) 286-5094 Fax
(414) 286-5645 TDD



Name:

**Narrative Attachment 05:
Eligible Applicants Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att05EligibleApplicantsDoc

N/A

Name:

**Narrative Attachment 06:
Partnership Certifications**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att06PartnershipCertifications

WESTLAWN CHOICE NEIGHBORHOODS PARTNERSHIP CERTIFICATION

BY AND BETWEEN THE CITY OF MILWAUKEE, THE HOUSING AUTHORITY OF THE CITY OF MILWAUKEE, THE REDEVELOPMENT AUTHORITY OF THE CITY OF MILWAUKEE, AND THE MILWAUKEE PUBLIC SCHOOLS

This Westlawn Choice Neighborhoods Partnership Certification (“Certification”) is entered into, by and between the City of Milwaukee, the local governmental unit; the Housing Authority of the City of Milwaukee (“Housing Authority”), a public body corporate and politic, created and existing under the laws of the State of Wisconsin; the Redevelopment Authority of the City of Milwaukee (“Redevelopment Authority”), a public body corporate and politic, created and existing under the laws of the State of Wisconsin; and Milwaukee Public Schools, a public body under the laws of the State of Wisconsin.

WHEREAS, the Westlawn Housing Development is a large, distressed public housing development located along Silver Spring Drive between 64th and 68th Streets; and

WHEREAS, the “Westlawn Neighborhood” is bounded approximately by Sherman Boulevard to the east, 76th Street to the west, Villard Ave. to the south, and Mill Road to the north; and

WHEREAS, the Westlawn Transformation Plan is an initiative to transform Milwaukee’s Westlawn community from a neighborhood of concentrated poverty into a “community of choice” by providing positive strategies and outcomes for neighborhood residents in three broad areas: Housing, People and Neighborhood; and

WHEREAS, the City of Milwaukee in collaboration with implementing organizations and other partners, seek to transform the Westlawn Neighborhood by revitalizing the Westlawn housing site, improving access to economic opportunities, and investing in and leveraging investments in well-functioning services, effective high quality schools and education programs, high quality early education programs, crime prevention strategies, public assets, public transportation, and improved access to jobs, all to support positive educational, social and economic outcomes for current residents of Westlawn, residents of the replacement housing and residents of the Westlawn Neighborhood; and

WHEREAS, The United States Department of Housing and Urban Development (“HUD”) has issued a Notice of Funding Availability for the Choice Neighborhoods Implementation (“CNI”) grant program on November 6, 2014;

WHEREAS, the City of Milwaukee as the Lead Applicant and the Housing Authority of the City of Milwaukee as the Co-Applicant, in collaboration with implementing organizations and other partners, are preparing a Choice Neighborhoods Implementation grant proposal for the Westlawn Neighborhood, and will submit the final proposal to HUD on or before February 9, 2015; and

WHEREAS, the Choice Neighborhoods application to be submitted to HUD outlines the Westlawn Transformation Plan which includes components to transform housing, the neighborhood, educational opportunities and the people living in the Westlawn Neighborhood; and

WHEREAS, in order to provide a clear assignment of specific roles and responsibilities in the event the Housing Authority and the City of Milwaukee are awarded Choice Neighborhoods Program funds pursuant to the NOFA, the parties wish to articulate the agreements between them with respect to the transformation of the Westlawn Neighborhood.

NOW, THEREFORE, in consideration of the foregoing recitals and underlying promises, which both parties agree to be good and valuable consideration, the parties agree as follows:

Article 1: Nature of the Relationship

The parties will undertake all the activities outlined herein as independent entities, pursuant to the terms and conditions set forth herein. All parties acknowledge that nothing which may be contained in the Choice Neighborhoods Implementation Grant Application to HUD or this Certification will be deemed or construed to create any relationship of third party beneficiary, principal and agent, limited or general partnership, general or co-venturer, or any association or relationship in any way involving HUD, the City of Milwaukee, the Housing Authority, or otherwise affecting the parties, other than as expressly set forth in this Certification.

Article 2: Collaboration

The parties acknowledge that the success of a comprehensive effort to transform the Westlawn Neighborhood into a “community of choice,” as anticipated in the Transformation Plan, relies on the close collaboration among the Principal Team Members, under the leadership of the City of Milwaukee, the Housing Authority of the City of Milwaukee (Housing Authority), the Redevelopment Authority of the City of Milwaukee (Redevelopment Authority) and Milwaukee Public Schools (MPS). The parties agree to work collaboratively during the entirety of the Choice Neighborhoods Implementation grant, if funded.

Article 3. Duties and Responsibilities of the Lead Applicant and Co-Applicant

3.1 The City of Milwaukee agrees to act as the Lead Applicant for the Westlawn Choice Neighborhoods Implementation and the Housing Authority of the City of Milwaukee agrees to act as the Co-Applicant.

3.2 In all matters related to the application to the Choice Neighborhoods Program under the NOFA, the City of Milwaukee shall be identified as the “Lead Applicant”. The City of Milwaukee, as the Lead Applicant, shall be the primary entity responsible for overseeing and coordinating all elements of the Choice Neighborhoods Transformation Plan and is accountable

to HUD to complete the work that is proposed in the CNI grant application. Both the Applicant and Co-Applicant will sign the grant agreement. As Co-Applicant and grantee, the Housing Authority will have access to HUD's Line of Credit Control System (LOCCS) in order to draw down Choice Neighborhoods funding.

3.3. Both the City of Milwaukee as Lead Applicant and the Housing Authority as the Co-Applicant are jointly and severally liable for the performance of the CNI grant.

Article 4. Duties and Responsibilities of the Neighborhood Implementing Entity

4.1. The Redevelopment Authority of the City of Milwaukee agrees to act as the Neighborhood Implementing Entity for the Westlawn Choice Neighborhoods Implementation grant.

4.2. As the Neighborhood Implementation Entity, the Redevelopment Authority will be responsible for coordinating, overseeing, and implementing activities focused on economic development, neighborhood revitalization, and other critical community improvements as described in the Choice Neighborhoods application, in order to coordinate and improve access to opportunity and amenities for the residents of the Westlawn Neighborhood.

4.3 The Redevelopment Authority will coordinate activities with other public and community-based organizations and resources to improve measurable outcomes in the above areas for HUD-assisted residents and others in the Westlawn Neighborhood as described in the application.

Article 5. Duties and Responsibilities of the Housing Implementing Entity

5.1. The Housing Authority agrees to act as the Housing Implementing Entity for the Westlawn Choice Neighborhoods Implementation.

5.2. As the Housing Implementing Entity, the Housing Authority will act as its own developer and will be responsible for implementing day-to-day development and asset management activities associated with the Transformation Plan, including but not limited to the following: development of the site and units as described in the Choice Neighborhoods application; implementation of the overall master housing plan; selection and contracting with architects and engineers to develop plans and specifications required to implement the Westlawn Transformation Plan; procuring, selecting, executing construction contracts and monitoring general contractors' performance; preparing or cause to be prepared engineering survey, plans and specifications; and submitting/preparing financing/funding applications and negotiating/executing legal documents that facilitate the development of the Westlawn Transformation Plan. The Housing Authority is at-risk and financially responsible for developing the housing and the long-term asset management of the housing.

Article 6. Duties and Responsibilities of the People Implementation Entity

6.1. The Housing Authority agrees to act as the People Implementing Entity for the Westlawn Choice Neighborhoods Implementation.

6.2. As the People Implementation Entity, the Housing Authority will be responsible for facilitating the achievement of the supportive services strategy and for implementing ongoing case management and service coordination activities as described in the Choice Neighborhoods application, in order to coordinate and improve access to high-quality services in the area of health, economic development, education, and early childhood education. The overall goal will be to improve the quality of life of residents of all ages affected by the Transformation Plan.

6.3 The Housing Authority will coordinate activities with other public and community-based organizations and resources to improve measurable outcomes in the above areas for HUD-assisted residents and others in the Westlawn Neighborhood as described in the application.

Article 7. Duties and Responsibilities of the Principal Education Partner

7.1. Milwaukee Public Schools agrees to act as the Principal Education Partner for the Westlawn Choice Neighborhoods Implementation.

7.2. As the Principal Education Partner, Milwaukee Public Schools will be responsible for leading the Education component of the proposed Transformation Plan, and for implementing day-to-day program activities as described in the Choice Neighborhoods application in order to coordinate and improve access to high-quality early education programs and services and high quality K-12 education programs and school improvements that will improve measurable outcomes for HUD-assisted and other school-age children and youth in the Westlawn Neighborhood.

7.3 Milwaukee Public Schools will coordinate activities with other public and community-based organizations and resources to improve measurable outcomes in the area of education for HUD-assisted and other school-aged children and youth in the Westlawn Neighborhood as described in the application.

Article 8. Coordination

8.1. All parties to this Certification acknowledge and certify that efforts under this Certification are part of a program designed to enhance, in a comprehensive way, the quality of life for Westlawn residents and residents of the Westlawn Neighborhood. Consequently, the parties agree to cooperate, consult, and work collaboratively with each other to advance the Transformation Plan and to complete the activities contemplated by this Certification throughout the entirety of the grant.

8.2. All parties to this Certification shall participate in regular and periodic meetings of the Principal Team Members as such meetings may be called by the Lead Applicant.

8.3. The parties agree to work collaboratively to develop, coordinate and implement activities to transform the Westlawn Neighborhood during the entirety of the Choice Neighborhoods Implementation grant, and continue to work collaboratively after the end of the grant period to sustain neighborhood improvements.

Article 9. Reporting and Evaluation

9.1. As the Co-Applicant, the Housing Authority shall be primarily responsible for submission of all required reports to HUD or other governmental agencies, including, without limitation, monthly financial, management and project status activity reports. However, all other parties to this Certification shall cooperate with the Housing Authority by assisting in collection and compilation of data that is required or requested for reporting to HUD.

9.2. All parties to this Certification shall collect the data outlined in the Outcomes Metrics in the grant application and shall participate in efforts to evaluate and analyze such data and, if appropriate, amend the Transformation Plan and/or the implementing strategies adopted by the Principal Team Members in response to the evaluation and analysis of such data.

Article 10. Replacement of Team Member or Material Changes to Roles

10.1 The parties agree that, should the CNI grant be funded, it shall be necessary to secure HUD approval prior to replacing any Principal Team Member or effecting any material change to the roles and responsibilities to any Principal Team Member.

Article 11. Insurance and Liability

11.1 The parties warrant that each is covered by sufficient insurance coverage, or self-insured programs that may address any loss that may arise out of this Certification.

11.2 In accordance with applicable laws, the parties agree that each shall be responsible for defending and paying judgments on behalf of its officers, employees or agents while acting within the scope of their employment or agency for any claims that may arise out of negligent acts, failures to act, policies or directives of the respective party's officers, employees and agents relating to the activities covered by this Certification.

Article 12. Disputes

Disputes arising under this Certification shall first attempt to be resolved by discussion of the Principal Team Members (signatories to this Certification). If the parties still cannot resolve the dispute, it shall be decided by the Mayor of the City of Milwaukee or his designee. Pending settlement of any dispute, the party shall proceed diligently with the prosecution of this Certification.

Article 13. Confidentiality

All parties to this Certification agree and acknowledge that during the performance of services hereunder, the parties may receive and/or collect personal information about Choice Neighborhoods Program participants. Each party shall keep all Westlawn resident information confidential and shall not divulge this information to any third party other than the Principal Team Members without the explicit consent of the participant.

Article 14. Notices

Any and all notices regarding this Certification shall be in writing and deemed served upon depositing same with the United States Postal Services as "Certified Mail, Return Receipt Requested," addressed to the parties at:

City of Milwaukee, City Hall
200 E. Wells Street
Milwaukee, WI 53202
Attention: Mayor Tom Barrett

Redevelopment Authority of the City of Milwaukee
809 North Broadway
Milwaukee, WI 53202
Attention: Rocky Marcoux

Milwaukee Public Schools
5225 West Vliet Street
Milwaukee, WI 53208
Attention: Dr. Darienne Driver, Superintendent

Housing Authority of the City of Milwaukee
P.O. Box 324
Milwaukee, WI 53201-0324
Attention: Antonio M. Perez

Article 15. The Certification

15.1 Defining the Certification This Certification consists of the Documents enumerated in (1) through (3) below in order of priority. In the event of conflict between any of the documents enumerated below, the document of higher priority shall prevail.

(1) This Instrument;

(2) The Notice of Funding Availability for the Choice Neighborhoods Initiative Implementation Grant program;

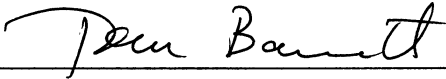
(3) The Choice Neighborhoods Implementation grant application submitted by the Housing Authority to HUD.

15.2 - Integration. This Certification, as set forth in Article 13.1 constitutes the entire integrated agreement between the parties governing the subject services, and supersedes all prior negotiations, representations or agreements, either written or oral.

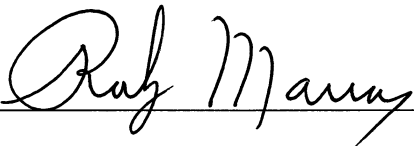
15.3 - Governing Law. Wisconsin state law shall govern the application, construction and enforcement of the Certification.

15.4 – Final. This Certification may be amended, supplemented or changed with a written agreement signed by all parties. This Certification shall commence upon occurrence of the following: (a) execution hereof by all parties, and (b) the award of Choice Neighborhoods Program funds by HUD pursuant to the NOFA for the implementation of the Westlawn Transformation Plan resulting in a grant agreement.


IN WITNESS WHEREOF, the parties to this Certification have caused this Certification to be executed for and on their respective behalf and this Certification is effective as of January 2, 2015.


By: 


Mayor Tom Barrett
City of Milwaukee

By: 

Rocky Marcoux
Executive Director-Secretary
Redevelopment Authority of the City of Milwaukee

By: 

 Dr. Darienne Driver
Superintendent
Milwaukee Public Schools

By: 

Antonio M. Pérez
Secretary-Executive Director
Housing Authority of the City of Milwaukee

Name:

**Narrative Attachment 07:
Consistency with PHA/MTW Plan**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att07ConsistencyWithPHAPlan



U.S. Department of Housing and Urban Development
Milwaukee Field Office
Suite 950
310 West Wisconsin Avenue
Milwaukee, WI 53203-2289
<http://www.hud.gov/local/mil/>

February 3, 2015

Antonio M. Perez, Secretary - Executive Director
Housing Authority of the City of Milwaukee
P.O. Box 324
Milwaukee, WI 53201

Dear Mr. Perez:

This letter is to inform you that the Housing Authority of the City of Milwaukee's Five Year /Annual Plan Amendment submission for the PHA Fiscal Year beginning January 1, 2015 is approved. This approval of the Annual Plan does not constitute an endorsement of the strategies and policies outlined in the Plan. In providing assistance to families under programs covered by this Plan, the HA will comply with the rules, standards, and policies established in its approved Plan, as provided in 24 CFR Part 903 and other applicable regulations. Your approved Plan and all required attachments and documents must be made available for review and inspection at the principal office of the HA during normal business hours.

Your Capital Funding Plan does not identify improvement items which are likely to trigger an Environmental Assessment (EA). If you should be intending any change to historic buildings, ground disturbance projects, sale of properties or acquisition of new real estate, just to name a few categories; it is your responsibility to ensure an Environmental Assessment (EA) is performed and your Responsible Entity (RE) is to perform a 24 CFR Part 58 EA for Capital Fund Program construction. These funds shall not be obligated until a Request for Release of Funds (Form HUD 7015.15) is approved. You should provide your RE with a copy of your CFP Annual Statement and Five-Year Action Plan immediately and remain in contact with them in case the need of an EA arises. Please contact Larry Wood at (414) 935-6739 if you have questions on this process.

If you have any questions regarding your PHA Plan or the information in this letter, please contact Beverly Carter, Revitalization Specialist at (414) 935-6726.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Finger".

John Finger, Program Center Coordinator
Wisconsin Public Housing
Program Center, 5IPH

Goal: Continue to implement asset based property management and attain fiscal sustainability of each AMP. 12/31/2015

Goal: Review/enforce/update Management Contract and Property Management Plan with Friends of Housing. 12/31/2015

Goal: Assess the feasibility of converting public housing units to project-based voucher units under the Rent Assistance Demonstration program and submit application if feasible. 12/31/2015

Goal: Implement cost effective energy improvements, including replacement of eligible vehicles, appliances, and toilets (in one of the high rises in partnership with MMSD) and/or recommendations in the energy audit. 12/31/2015

Goal: Implement a system for measuring the impact of energy and environmental improvements on utility consumption, cost and water quality. 12/31/2015

Goal: Develop a plan to reposition Scattered Sites AMPs that have negative cash flow. 12/31/2015

Goal: Secure capital through the Capital Fund Financing Program (CFFP) (12/31/2015)

Goal: Apply for Choice Neighborhood grant in partnership with the City of Milwaukee to target the Westlawn public housing development (AMP WI002000070) and revitalize the Westlawn neighborhood identified by the following boundaries: N. 76th Street, N. Sherman Blvd, W. Mill Road and W. Villard Ave. The Choice Neighborhoods Implementation grant application will be a joint RAD/Choice Neighborhoods Implementation grant application. (12/31/2015)

Goal: Obtain High Performer status on the Public Housing Assessment System (12/31/2015)

Goal: Maintain High Performer status on the Housing Choice Voucher Program (12/31/2015)

Goal: Continue to implement the Westlawn Transformation Plan, which includes the construction of one market-rate apartment building in 2015. (12/31/2015)

Goal: Submit mixed finance development applications to support the use of other financial resources, including low income housing tax credits (12/31/2015)

Goal: Achieve/maintain at least a 98% occupancy rate for all public housing developments (12/31/2015)

Goal: Open the wait list for the Housing Choice Voucher program (12/31/2015)

Goal: Continue Section 32 Homeownership Program and sell 12 homes to eligible families (12/31/2015)

Goal: Continue Section 8y Homeownership program and convert 12 households from rental to homeownership (12/31/2015)

In addition to the review and amendment of VAWA language in our policies, HACM also recently made modifications to the Notice of Rights and will continue to offer the Notice, along with form HUD-50066 and the “You Are Not Alone” pamphlet put out by the Milwaukee Commission on Domestic Violence and Sexual Assault, to all applicants at the time of eligibility and suitability review for housing, to those who are denied assistance, at the time an individual is admitted, and with any notification of eviction or notice of termination of assistance. Additionally, HACM sends a notice regarding VAWA rights to all property owners participating in the Housing Choice Voucher program.

HACM also has a Social Worker and Case Managers on staff and also works with a nonprofit service provider (SET Ministry) in a number of its developments for seniors or persons with disabilities. Each of these individuals offers case management services to those in need. HACM collaborates and makes referrals to a number of public and nonprofit agencies that provide activities, services and programs to assist and support victims of domestic violence (many of them listed in the “You Are Not Alone” brochure), including 24-hour crisis help lines, shelters, counseling services, child abuse services, and medical and legal support. HACM also is a sponsor of the Milwaukee Fatherhood Initiative, which addresses domestic violence in some of its trainings to fathers such as “Nurturing Fathers.”

During 2015, HACM will provide updated training for staff and various partners, including: those responsible for determining an applicant’s eligibility for housing; those at the housing developments responsible for overseeing resident continued occupancy; Housing Choice Voucher staff; social workers and case managers; and public safety staff involved in intervention. The training will educate staff on the provisions of VAWA; how to obtain information needed from the applicant/resident who is seeking protection under VAWA; and on resources and services available in the Milwaukee area for victims of such violence. Resident Advisory Board members and other key resident leaders will also receive training on how to help victims get connected with services when an actual or threatened domestic abuse incident occurs.

7.0 Hope VI, Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers. *Include statements related to these programs as applicable.*

- (a) Hope VI or Mixed Finance Modernization or Development.

HACM will submit a joint RAD/Choice Neighborhoods Implementation grant application in partnership with the City of Milwaukee to target the Westlawn public housing development (AMP WI002000070) and revitalize the Westlawn neighborhood identified by the following boundaries: N. 76th Street, N. Sherman Blvd, W. Mill Road and W. Villard Ave.

HACM will apply for 2015 low income housing tax credits to support redevelopment activities.

- (b) Demolition and/or Disposition

HACM will submit demolition and disposition applications to support its redevelopment activities including the disposition of vacant land in the Hillside Terrace development (AMP WI002000001).

- (c) Conversion of Public Housing

HACM will submit a joint RAD/Choice Neighborhoods Implementation grant application in partnership with the City of Milwaukee to target the Westlawn public housing development (AMP WI002000070) and revitalize the Westlawn neighborhood identified by the following boundaries:

N. 76th Street, N. Sherman Blvd, W. Mill Road and W. Villard Ave. HACM will assess the feasibility of converting its other public housing units to project-based voucher units under the Rent Assistance Demonstration program and submit an application if feasible.

(d) Homeownership

HACM currently has approval to administer a homeownership program under the Section 32 Homeownership Program dated June 28, 2006 for the sale of 50 units: 25 units from its Scattered Site inventory of units from AMP#WI002000010P, WI002000016P, WI002000060P, WI002000061P and WI002000063P and 25 units that would be newly constructed or acquired for rehabilitation and sale. As of 7/31/2014, HACM has sold 24 Scattered Site units and acquired/rehabilitated 15 units, of which 11 have been sold. In August 2008, HUD approved an amendment to the plan to include sale of an additional 40 units. As of 7/31/2014, 11 of those units had been sold. HACM has set a goal of selling 5 homes under the homeownership program in 2015. HACM currently has several hundred participants in its program. Participants must be a first time home buyer, must have earned income of at least \$15,000/year, must attend homeownership counseling classes and must not owe child support or any state or local authority. Additional information regarding the homeownership program is provided in the Term Sheet that is available at all administrative offices and housing development offices.

HACM also administers a Section 8(y) Homeownership Program. Similar eligibility criteria exist, with an additional requirement that participants maintain minimum earned income requirements in order to continue mortgage subsidy. Since December 11, 2001, 222 vouchers have been converted from rental to ownership. HACM expects to convert 12 vouchers in 2015. Participants must maintain an earned income level of \$15,000 per year in order to continue receiving mortgage subsidy.

(e) Project-based Vouchers

HACM will continue to look for ways to increase assisted housing choices to families in need through the conversion of public housing to project-based vouchers. Through previous revitalization efforts, public housing units have been converted to project-based vouchers at Highland Garden midrise (34), Cherry Court midrise (50), Becher Terrace (55), Westlawn East (166) and Lapham Park highrise (70). HACM will convert public housing units to project-based vouchers at the Westlawn family development as part of revitalization of that development.

8.0 Capital Improvements. Please complete Parts 8.1 through 8.3, as applicable.

8.1 Capital Fund Program Annual Statement/Performance and Evaluation Report. As part of the PHA 5-Year and Annual Plan, annually complete and submit the *Capital Fund Program Annual Statement/Performance and Evaluation Report*, form HUD-50075.1, for each current and open CFP grant and CFFP financing.

Form 50075.1 for 2015

Attachment A

The following annual reports for open grants is attached:

2014 CFP Annual 6-30-2014	Attachment C
2013 CFP Annual 6-30-2014	Attachment D
2012 CFP Annual 6-30-2014	Attachment E
2011 CFP Annual 6-30-2014	Attachment F
2010 CFP Final 6-30-2014	Attachment G
2011 CFCF Annual 6-30-2014	Attachment H
2014 RHF #1 Annual 6-30-2014	Attachment I

Name:

**Narrative Attachment 08:
Consistency with
Consolidated Plan**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att08ConsistencyWithConsolPlan

Certification of Consistency with the Consolidated Plan

U.S. Department of Housing
and Urban Development

I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Consolidated Plan.
(Type or clearly print the following information:)

Applicant Name: City of Milwaukee

Project Name: Westlawn

Location of the Project: N Sherman Blvd to N 76th St, W Mill Road to W. Villard Avenue

Name of the Federal Program to which the applicant is applying: Choice Neighborhoods Implementation Grant Program

Name of Certifying Jurisdiction: City of Milwaukee

Certifying Official of the Jurisdiction Name: Steven L. Mahan

Title: Director, Community Development Grants Administration

Signature: _____

Date: 1/26/15

Name:

**Narrative Attachment 09:
Eligible Target Housing
Documentation – Severe Distress
of Targeted Project Certification**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att09EligTargetHsgDocumentation

CHOICE NEIGHBORHOODS – CERTIFICATION OF SEVERE PHYSICAL DISTRESS

I hereby certify that:

1. I am a licensed engineer architect (check one).
2. I am not an employee of the Lead Applicant, Co-Applicant (if any), Principal Team Member (if any), Planning Coordinator (if any) or unit of local government in which the housing project identified below is located.
3. The public and/or assisted housing development listed below meets (in the manner described in either subparagraph A or B below) the following definition of severe physical distress:

Requires major redesign, reconstruction or redevelopment, or partial or total demolition, to correct serious deficiencies in the original design (including inappropriately high population density), deferred maintenance, physical deterioration or obsolescence of major systems, and other deficiencies in the physical plant of the project.

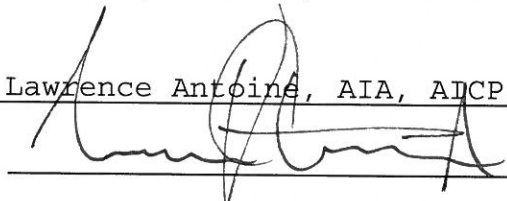
Check one:

A. The development currently meets the above definition of severe physical distress;

Or

B. The development has been legally demolished and HUD has not yet provided replacement housing assistance, other than tenant-based assistance, for the demolished units. However, the development satisfied the definition of severe physical distress (as defined above) as of the day the demolition was approved by HUD.

Name: Lawrence Antoine, AIA, AICP, LEED AP (BD+C)

Signature:  Date: 9 February 2015

License number: 0401011573 State of Registration: Virginia

Lead Applicant: The City of Milwaukee

Name of Targeted Public and/or Assisted Housing Site(s):

Westlawn

Warning: HUD will prosecute false claims and statements. Conviction may result in the imposition of criminal and civil penalties. (18 U.S.C. 1001, 1010, 1012, 31 U.S.C. 3729, 3802)

Name:

**Narrative Attachment 10:
Eligible Neighborhoods
Documentation – Eligible
Neighborhoods Data**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att10EligNeighDocNeighData

MAPPING TOOL DATA FOR FY2014 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANTS

Version – 10/30/2014

Final CNI-Milwaukee

Target Area ID: 9527862

Email of User: skenea@hacm.org

Name of Lead Applicant: HACM

Address of Lead Applicant: 650 W. Reservoir Street Milwaukee WI 53212

Email of Lead Applicant: skenea@hacm.org

Name of Target Geography: Final CNI-Milwaukee

Name(s) of target Development(s), as submitted by user to the mapping tool:

Public Housing

Development-1:

Development-2:

Development-3:

Multifamily Assisted

Development-1:

Development-2:

Development-3:

Estimated number of All Housing Units in Target Area (Census 2010): 5549

Is the Target Area County non-Metropolitan (OMB 2009): No

Eligible Neighborhood Threshold:

Section III.A.3.a of the NOFA describes four criteria used to determine whether the target neighborhood meets the Eligible Neighborhood Threshold. This tool provides information on two of the four criteria: (1) and (2b). If you are relying on data on crime, substandard housing, or inadequate schools in order to demonstrate compliance with the Eligible Neighborhoods criteria, you must provide it in the attachments section of your application as instructed in section IV of the NOFA. Refer to the Threshold Requirements section of the NOFA for more information.

(1) at least 20 percent of the households estimated to be in poverty or have extremely low incomes

Target Neighborhood Poverty/ELI Rate (the greater of both rates): 40.32

(2b) high vacancy or substandard homes; defined as where either the most current rate within the last year of long-term vacant or substandard homes is at least 1.5 times higher than that of the city or, where no city data is available, county/parish as a whole; or the rate is greater than 4 percent

Target Neighborhood Vacancy Rate: 11.83

Vacancy Rate In Surrounding County: 5.80

Distress of the Target Neighborhood Rating Factors:

This Mapping Tool provides the data used for 2 of the rating factors under this subheading. See NOFA for awarding of points. Data sources are described at the end of this document.

Neighborhood Poverty:

Concentration of Persons in Poverty in Target Area (ACS 2011) and Concentration of Extremely Low Income (ELI) Households in Target Area (CHAS 2010).

Maximum of previous two criteria, poverty and ELI rate: 40.32

Long-term Vacancy:

Long-term vacancy rate (greater of USPS 2013 / ACS 2011)

In Target Area: 11.83

In Surrounding County/Parish: 5.80

Need for Affordable Housing in the Community Rating Factor:

Estimated Shortage Ratio of Units Affordable to VLI Renter Households (CHAS 2010)

Target Area County ratio: 1.61

National ratio: 1.70

Factors 1 & 2 of Eligibility to Use Tenant Based Vouchers as Replacement Housing:

Refer to section III.C.3.b of the NOFA for information related to the one-for-one replacement of housing requirements.

(1) located in a county/parish with a loose rental market: No

(2) located in a Core Based Statistical Area (CBSA) or non-CBSA County where vouchers currently in use are primarily in lower poverty neighborhoods: Yes

Eligible based on factors (1) & (2): No

Data sources and methods:

HUD's mapping tool overlays the locally defined neighborhood/community boundaries with data associated with that area and estimates the rates of certain indicators in that area using a proportional allocation methodology. For metropolitan areas, the tool uses Census block group (as defined for Census 2010) as the smallest statistical boundary for the available data. For non-metropolitan areas, the tool uses census tract data to account for less precision in low-population areas. If the locally defined neighborhood/community is partially within two different Census areas, the data for each factor or threshold criteria are calculated based on the portion of the 2010 housing units located in each Census area. The 2010 housing unit data are available to HUD at the block level and thus can be used as the underlying data to apportion each block group and tract's appropriate share of importance.

For example, based on a user defined geography, 80 percent of the housing units in the locally defined neighborhood/community are in a block group with a poverty rate of 40 percent and 20 percent of the units are in a block group with a poverty rate of 10 percent. The "neighborhood poverty rate" would be calculated as: $(80\% \times 40\%) + (20\% \times 10\%) = 34\%$.

DATA SOURCES:

The data are from a variety of sources:

1. **ACS 2011** refers to the US Census American Community Survey 2007-2011 five-year estimates. These are the most recent nationally available data for small geographies at the same Census 2010 boundaries as the other data provided, using a statistical technique that combines five years of data to create reliable estimates for small areas.
2. **CHAS 2010** refers to the Comprehensive Housing Affordability Strategy (CHAS) special tabulations HUD receives of Census ACS data. The CHAS data used for this tool are based on ACS 2006-2010 five-year estimates see <http://www.huduser.org/portal/datasets/cp.html> for more information.
3. **Census 2010** refers to block-level 2010 decennial counts of housing units
4. **USPS 2013** refers to the United States Postal Service long-term vacancy data as of June 30, 2013.

ADDITIONAL NOTES ON SPECIFIC VARIABLES:

Concentration of People in Poverty is calculated with data at the block group level from ACS 2011 for metropolitan areas and the tract level for non-metropolitan areas. This indicator represents the percent of people within the target geography who are below the poverty line. The estimated concentration of Extremely Low Income (ELI) households represents an approximation of the percent of households within the specified area whose household combined income is below 30% of the HUD defined Area Median Income (AMI). This ELI indicator is calculated with data from the block group level from CHAS 2010. The final number included in this report for "poverty rate" is the greater of these two indicators.

Long-term vacancy rates are calculated with data at the block group level with ACS 2011 and the USPS 2013, which ever source produces the greatest percentage.

For the USPS data, HUD calculates the percent of residential addresses (excluding "no-stat" addresses) that are vacant. In the USPS data, a "vacant" address is one that has not had mail picked up for 90 days or longer. The USPS Vacant addresses can also include vacation or migrant labor addresses so HUD uses ACS data to reduce vacancy counts in these cases.

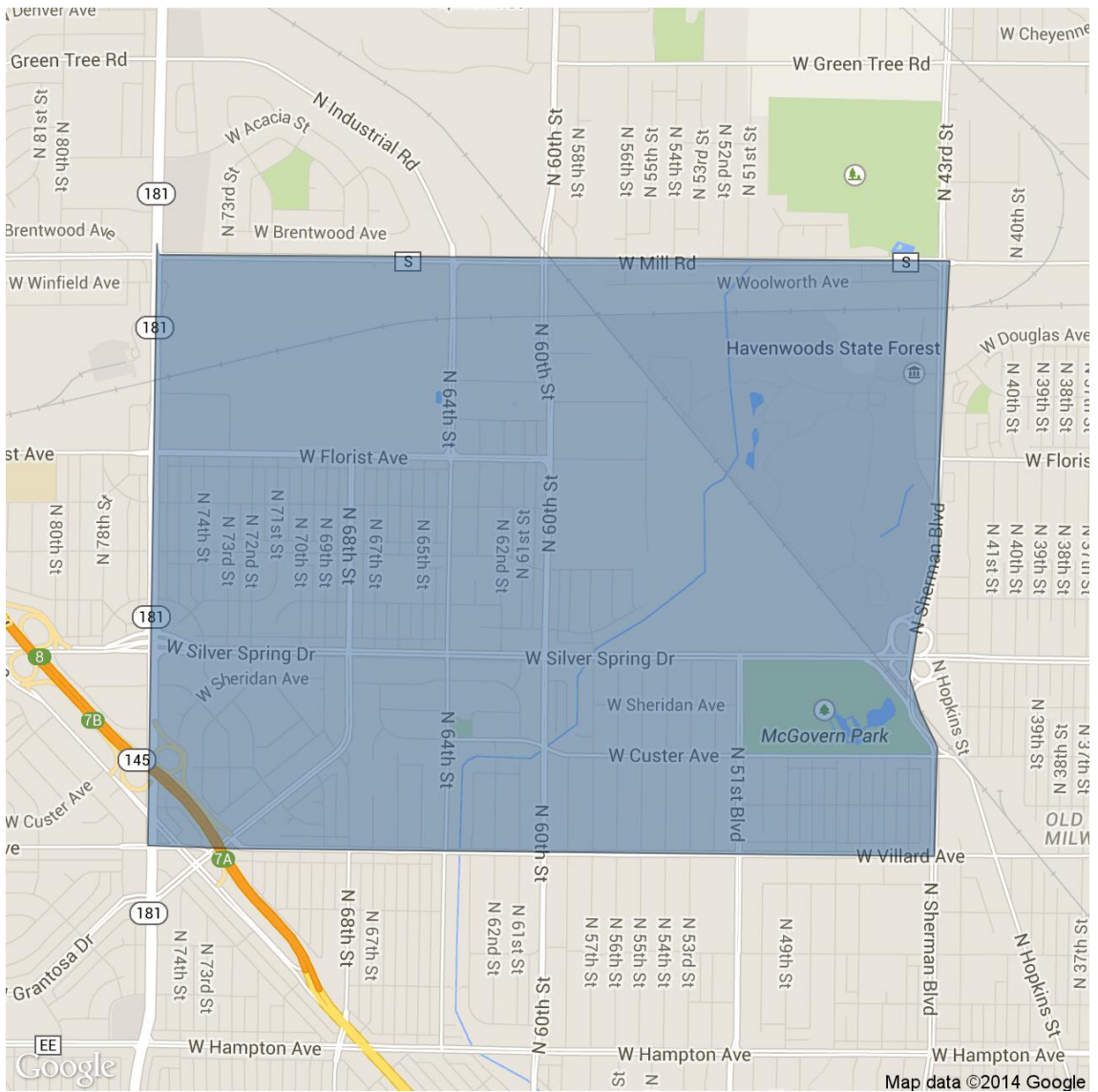
Using the ACS data, HUD calculates the vacancy rate as the percent of housing units that are "other" vacant. These are units not for sale, for rent or vacant for seasonal or migrant housing. This is considered another proxy for long-term vacant housing.

In theory the USPS data should be a stronger measure of distress than the ACS data because they are for 100 percent of the units (ACS is a sample), are more current (ACS aggregates data over a 5 year period), and are intended specifically to capture addresses 90 or more days vacant. However, USPS data are particularly poor at capturing vacancy in rural areas. As such, we use the ACS as a check on the USPS data so that every location gets a vacancy rate based on the greater of their USPS vacancy rate or their ACS 2007-2011 rate. For more information on HUD's USPS dataset, see:

<http://www.huduser.org/portal/datasets/usps.html>

Shortage Ratio of Units Affordable to VLI Renter Households is calculated with data from the CHAS 2010. This indicator is the ratio of very low-income (VLI) renter households (those with household incomes less than 50% of the Area Median Income calculated by HUD) to units affordable and available to these households in the surrounding county or parish. A unit is considered affordable if its rent is no greater than 30% of household incomes in this category, or in other words, 15% of the Area Median Income. A unit is considered available if it is vacant or occupied by a VLI renter household.

Project Map Snapshot for 9527862



Name:

**Narrative Attachment 11:
Eligible Neighborhoods
Documentation – Substandard
Housing Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att11EligNeighDocSubstandardHsg

N/A

Name:

**Narrative Attachment 12:
Eligible Neighborhoods
Documentation – Inadequate
School Doc. (HUD-53153)**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att12EligNeighDocInadequateSkool

N/A

Name:

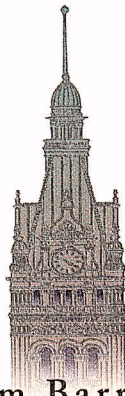
**Narrative Attachment 13:
Local Government Support**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att13LocalGovernmentSupport



Tom Barrett
Mayor, City of Milwaukee

February 5, 2015

Secretary Julián Castro
U.S. Department of Housing and Urban Development
451 Seventh Street, NW
Washington, DC 20410

Dear Secretary Castro:

It is with unbridled excitement and enthusiasm that I write to express the full support of the Chief Executive of the City of Milwaukee of our 2014/15 Choice Neighborhoods implementation grant for the Westlawn community. Once this city's largest public housing development, nearly one half of Westlawn has already been transformed into a mixed income community. Thus, the award of a Choice Neighborhoods grant is the missing link that, along with the significant additional resources this grant will leverage, will enable us to complete an unfinished conversion of this area into a vibrant neighborhood the impact of which will not only change the lives of residents but ripple throughout the City of Milwaukee.

The City of Milwaukee is the lead grant applicant. I am especially proud of the partnerships we have built with the Housing Authority of the City of Milwaukee (co-applicant), the city's Redevelopment Authority and the Milwaukee Public Schools. A number of other citywide and local organizations will join us in this critical undertaking. Together, we have unparalleled experience in successfully completing projects of this magnitude.

I have long been supportive of developing new mixed-income communities that provide quality, safe and affordable housing and amenity-rich resources for seniors, disabled persons and low-income families in Milwaukee. With this grant we will be able to accomplish these and more. "Team Westlawn" is ready to get to work. As Mayor, I applaud the intent of this grant application and commit my leadership and support of the project. I sincerely hope that HUD will give favorable consideration to our application. An extraordinary opportunity awaits us.

Sincerely,

Tom Barrett
Mayor

Name:

**Narrative Attachment 14:
One-for-One Replacement
Certification**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att14OneForOneReplacementCert

CHOICE NEIGHBORHOODS – IMPLEMENTATION GRANTS
One-for-One Replacement Certification

As part of your application for Choice Neighborhoods Implementation Grant funding, you, as the executive officer authorized to sign on behalf of your organization, must certify to the following. By signing this form, you are stating that to the best of your knowledge and belief, the certification is true and correct.

Lead Applicant: City of Milwaukee

Name of Targeted Public and/or Assisted Housing Site(s):
Westlawn Housing Development

One-for-One Replacement of Public and/or Assisted Housing Units. Each Transformation Plan that provides for public and/or assisted dwelling units to be demolished or disposed must provide as follows:

(1) **Public Housing Replacement Housing.** For all public housing dwelling units still physically standing as of the application due date which will be demolished or disposed, the Transformation Plan must provide for replacement of the same number of bedrooms. The number of dwelling units replaced may be greater or fewer than those still physically standing, so the overall unit mix meets the needs of the existing residents, takes into account needs of the residents on the waiting list, and is aligned with the results of a recent housing market study. For example, if the development has experienced high vacancy rates for efficiency and one-bedroom units and the PHA waiting list and market study indicate there is no expectation of demand in the future, but there is a need for three-bedroom units, three one-bedroom and/or efficiency units may be combined to create a three-bedroom unit. Larger bedroom units (i.e. four or more bedrooms) may only be converted to create additional smaller-bedroom units if 1) the PHA is currently under its Faircloth limit (i.e. Section 9(g)(3) of the United States Housing Act of 1937, as amended) and 2) there are no existing households or waiting-list households requiring larger-bedroom units, and the market study indicates there will not be future demand.

(2) **Assisted Housing Replacement Housing.** For all Assisted Housing units still physically standing as of the application due date which are to be demolished or disposed, the Transformation Plan must provide for one-for-one replacement in accordance with all HUD policies, procedures and requirements for project-based section 8 Housing Assistance Payments (“HAP”) contract.

(3) **Housing Choice Opportunities for Returning Tenants.** In instances where the tenants of the original properties, both public housing and Assisted Housing, need a different number of bedrooms than households on the waiting list, the plan may enable displaced tenants to exercise their opportunity under program requirement, “Housing Choice Opportunities for Returning Tenants,” in section III.C.3.a using a tenant-based voucher in the original neighborhood or other neighborhood of the tenants’ choice.

(4) **Location.**

(a) Replacement housing units shall be developed:

- (i) On-site (i.e., on the target housing site and/or in the target neighborhood being revitalized); and
- (ii) Off-site (i.e., outside of the target neighborhood but within the metropolitan area up to 25 miles from the target housing site), as necessary to:

(a) Overcome the effects of impediments to fair housing choice consistent with actions identified in an applicable Analysis of Impediments to fair housing choice (AI) (24 CFR 91.225 or 91.325); address other affirmatively furthering fair housing objectives as described in the grant application; or comply with a voluntary agreement, settlement, or order to resolve a finding or charge of violating a nondiscrimination or equal opportunity requirement;

- (b) De-concentrate poverty; or
- (c) Redevelop onsite with appropriate densities.

(b) Replacement housing outside the target neighborhood (i.e., off-site) must:

(i) Offer access to economic opportunities and public transportation and be accessible to social, recreational, educational, commercial, health facilities and services, and other municipal services and facilities that are comparable to those that will be provided in the target neighborhood; and

(ii) Be located neither in areas of minority concentration nor in areas with a poverty rate above 40 percent. A neighborhood of minority concentration is a Census tract or other defined geographic area in which the percentage of residents who are racial or ethnic minorities is at least 20 percentage points higher than the percentage of minority residents in the Metropolitan Statistical Area (MSA) (or jurisdiction not in a MSA) as a whole. In MSAs (or jurisdictions not in MSAs) in which the majority of residents are racial or ethnic minorities, HUD will consider and rely on all relevant information to determine whether the neighborhood proposed for replacement housing will lead to the creation of more inclusive and integrated housing in opportunity-rich neighborhoods.

(5) **Types of Units.** Replacement housing is housing that will replace demolished, disposed of, or otherwise reduced public or assisted housing. It includes housing assisted under section 8 of the United States Housing Act of 1937 (42 U.S.C. 1437f and 42 U.S.C 1437g), section 202 of Housing Act of 1959 (12 U.S.C. 1701q), and section 811 of the National Affordable Housing Act of 1990 (42 U.S.C 8013). With regard to section 8 housing, project-based vouchers (section 8(o)(13) of the US Housing Act of 1937) and project-based rental assistance as provided in a RAD conversion are included in this definition, but tenant-based vouchers are excluded except as permitted by HUD. To satisfy the one-for-one replacement requirement through acquisition, the replacement unit must not have been receiving assistance prior to submitting the application under the sections listed above in this paragraph. For example, you cannot acquire a Section 202 funded property that is near the public or assisted housing site targeted in the application for the purposes of deeming that replacement housing.

(6) **Section 8 Project Based Voucher Replacement Housing Development.** Section 8 project-based vouchers may be developed as replacement housing by:

(a) The Housing Implementation Entity and/or

(b) Entities other than the Housing Implementation Entity provided that the local PHA has an established PBV program housing in accordance with 24 CFR.983. The PHA must provide a signed commitment to the Lead Applicant and the Housing Implementation Entity that it will provide a specific number of PBVs as replacement housing to be built in eligible Choice Neighborhoods replacement locations as described above.

(c) In the event the PBVs are not developed, the Housing Implementation Entity will be responsible for meeting the one-for-one requirements established above.

(7) **Tenant-based Vouchers as Replacement Housing.** The following is an exception to the hard-unit one-for-one replacement criteria described above. HUD must provide written approval to grant this exception. A grantee may replace up to half of the public housing and/or assisted housing dwelling units that are demolished or disposed of under the Transformation Plan with tenant-based vouchers in housing markets where there is an adequate supply of affordable rental housing in areas of low poverty. Please note that this exception does not supersede an entity's obligation to comply with other one-for-one replacement requirements associated with other funding sources (e.g. Section 104(d) of the Housing and Community Development Act). Refer to the NOFA for additional details on how to seek HUD's approval for this exception.

I certify that the One-for-One Replacement threshold requirement (above) will be met.

As of grant application deadline:

Number of public and/or assisted housing units standing: 394

Number of bedrooms in the public and/or assisted housing units: 844

Name of Lead Applicant Executive Officer: Tom Barrett

Title: Mayor

Signature: Tom Barrett Date: 2/9/15

Name:

**Narrative Attachment 15:
Resident and Community
Involvement Certification**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att15ResCommunityInvolvementCert

CHOICE NEIGHBORHOODS – IMPLEMENTATION GRANTS
Resident and Community Involvement Certification

As part of your application for Choice Neighborhoods Implementation Grant funding, you, as the executive officer authorized to sign on behalf of your organization, must certify to the following and complete the form in its entirety. By signing this form, you are stating that to the best of your knowledge and belief, the certification is true and correct.

Lead Applicant: _____

Name of Targeted Public and/or Assisted Housing Site(s):

Resident and Community Involvement threshold requirement (from the NOFA, Implementation Grants Section, Section III.C.2) is as follows:

- (a) General. In accordance with section 24(e)(2)(D) of the 1937 Act, applicants must involve affected residents at the beginning and during the planning process for the transformation program, prior to the submission of an application. You are required to involve the affected public and/or assisted housing residents in the planning process and implementation of your Transformation Plan. This involvement must be continuous from the beginning of the planning process through the implementation and management of the grant, if awarded.
- (b) Resident Meeting. You must conduct at least one meeting with the residents of the target public and/or assisted housing to discuss the proposed Transformation Plan.
- (c) Public Meetings. You must conduct at least two public meetings with residents of the target public and/or assisted housing and the broader community, in order to involve them in a meaningful way, to develop the Transformation Plan.
- (d) Allowable Time Period for Resident and Public Meetings.
 - (i) Each of these meetings must take place on different days.
 - (ii) At least one public meeting, which included representation from the target public and/or assisted housing residents and the broader community, must have taken place at the beginning of the transformation planning process. This meeting can have occurred prior to the publication of this NOFA, but must have anticipated the project proposed in this application.
 - (iii) At least one meeting must have been held after the publication date of this NOFA.
- (e) Over the course of these meetings, the issues listed below must have been identified (i.e., all issues need not be addressed at each meeting):
 - (i) The Choice Neighborhoods planning and implementation process;
 - (ii) The proposed physical plan, including the extent of proposed demolition or rehabilitation of existing structures, and if applicable, proposed site design;
 - (iii) Planned supportive service activities;
 - (iv) Other proposed transformation activities;
 - (v) Relocation issues, such as relocation planning, mobility counseling, relocation benefits, and maintaining the Choice Neighborhoods community planning process during the demolition and reconstruction phases, where temporary relocation, i.e., relocation for a reasonable period (less than one year), is involved;
 - (vi) Reoccupancy plans and policies, such as site-based waiting lists; and
 - (vii) Economic Opportunities for Low- and Very Low-Income Persons, including efforts by the recipient, in accordance with Section 3 of the Housing and Urban Development Act of 1968 (Section 3) to ensure, to the greatest extent feasible, that training, employment, and other

economic opportunities will be directed to low- and very low-income persons, particularly those who are recipients of government assistance for housing, and to business concerns that provide economic opportunities to low- and very low-income persons in the area in which the project is located. See the Section 3 regulations at 24 CFR Part 135.


(f) Physical Accessibility. All training sessions and meetings must be held in facilities that are physically accessible to persons with disabilities. Where physical accessibility is not achievable, recipients and sub-recipients must give priority to alternative methods of product delivery that offer programs and activities to qualified individuals with disabilities in the most integrated setting appropriate in accordance with HUD's implementing regulations for Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. § 794) at 24 CFR Part 8. In addition, all notices of and communications during all training sessions and public meetings shall be provided in a manner that is effective for persons with hearing, visual, and other communication-related disabilities or provide other means of accommodation for persons with disabilities consistent with Section 504 of the Rehabilitation Act of 1973 and HUD's section 504 regulations. See 24 CFR 8.6.

(g) Limited English Proficiency. All applicants must take reasonable steps to ensure meaningful access to programs to persons with limited English proficiency (LEP), pursuant to Title VI of the Civil Rights Act of 1964. This may mean providing language assistance services to ensure meaningful resident and community involvement for persons with LEP as a result of their nationality. The Department published *Final Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons* (72 Fed. Reg. 2732; January 22, 2007) to assist recipients of HUD assistance in identifying language assistance needs and developing language assistance plans.

I certify that the Resident and Community Involvement threshold requirement (above) has been met.

Name of Lead Applicant Executive Officer: Tom Barrett

Title: Mayor

Signature: 

Date: 2/9/2015

Date of Resident Meeting:

1. 7/22/2013, 1/26/2015

Other (optional): 3/26/2012

Dates of Public Meetings:

(Reminder: date of public meeting must be different from the date of the resident meeting)

1. 1/13/2015

2. 1/14/2015

Other (optional): 2/27/2012

Name:

**Narrative Attachment 16:
Grant Sizing Worksheet**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att16GrantSizingWorksheet

**CHOICE NEIGHBORHOODS IMPLEMENTATION GRANTS
FY2014 Grant Sizing Worksheet**

FOLLOW THE STEP-BY-STEP INSTRUCTIONS

Note: If completing attachment manually, rather than using the Excel workbook, start at Step 4 (page 2).

Step 1. Select your City from the menu below.

Click as indicated to see the lists of cities, scroll through the list, click on your City, and click "OK."

Step 2. Repeat Step 1 to select your State from the menu below.

Click as indicated to see the lists of states, scroll through the list, click on your State, and click "OK."

This table includes all Total Development Cost (TDC) dollar limits published on July 7, 2014 in accordance with HUD Notice PIH 2011-38. If your City is not shown, contact the HUD Office of Public Housing Investments, (202) 401-8812.

If you have selected a valid City/State combination, a table will be created that extends down to row 82. The TDC limits for each unit type shown on this table will be transferred automatically to the table on the next worksheet, "TDC Limit Calculation."

Step 3. After selecting the appropriate City and State, go to Step 4, page 2. (If using the Excel file, click on the worksheet tab entitled "TDC Limit Calculation" at the bottom of this window.)

City	MILWAUKEE	<-- Select your City from list here
StateName	WISCONSIN	<-- Select your State from list here

		Bedrooms	Type	Data	Total
Detached / Semi-Detached	TDC Limit per Unit	0	Detached/Semi-Detached	Sum of 0 Bedrooms, TDC	159,763.00
		1		Sum of 1 Bedrooms, TDC	210,153.00
		2		Sum of 2 Bedrooms, TDC	251,851.00
		3		Sum of 3 Bedrooms, TDC	303,278.00
		4		Sum of 4 Bedrooms, TDC	357,328.00
		5		Sum of 5 Bedrooms, TDC	390,638.00
	HCC Limit per Unit	6		Sum of 6 Bedrooms, TDC	420,412.00
		0		Sum of 0 Bedrooms, HCC	91,293.00
		1		Sum of 1 Bedrooms, HCC	120,088.00
		2		Sum of 2 Bedrooms, HCC	143,915.00
		3		Sum of 3 Bedrooms, HCC	173,302.00
		4		Sum of 4 Bedrooms, HCC	204,188.00
Elevator	TDC Limit per Unit	5	Sum of 5 Bedrooms, HCC	223,222.00	
		6	Sum of 6 Bedrooms, HCC	240,235.00	
		0	Elevator	Sum of 0 Bedrooms, TDC	134,244.00
		1	Sum of 1 Bedrooms, TDC	187,942.00	
		2	Sum of 2 Bedrooms, TDC	241,640.00	
		3	Sum of 3 Bedrooms, TDC	322,186.00	
	HCC Limit per Unit	4	Sum of 4 Bedrooms, TDC	402,733.00	
		5	Sum of 5 Bedrooms, TDC	456,430.00	
		6	Sum of 6 Bedrooms, TDC	510,128.00	
		0	Sum of 0 Bedrooms, HCC	83,903.00	
		1	Sum of 1 Bedrooms, HCC	117,464.00	
		2	Sum of 2 Bedrooms, HCC	151,025.00	
Row House	TDC Limit per Unit	3	Sum of 3 Bedrooms, HCC	201,366.00	
		4	Sum of 4 Bedrooms, HCC	251,708.00	
		5	Sum of 5 Bedrooms, HCC	285,269.00	
		6	Sum of 6 Bedrooms, HCC	318,830.00	
		0	Row House	Sum of 0 Bedrooms, TDC	151,109.00
		1	Sum of 1 Bedrooms, TDC	199,202.00	
	HCC Limit per Unit	2	Sum of 2 Bedrooms, TDC	239,277.00	
		3	Sum of 3 Bedrooms, TDC	289,508.00	
		4	Sum of 4 Bedrooms, TDC	344,169.00	
		5	Sum of 5 Bedrooms, TDC	379,464.00	
		6	Sum of 6 Bedrooms, TDC	412,589.00	
		0	Sum of 0 Bedrooms, HCC	86,348.00	
Walkup	TDC Limit per Unit	1	Sum of 1 Bedrooms, HCC	113,830.00	
		2	Sum of 2 Bedrooms, HCC	136,730.00	
		3	Sum of 3 Bedrooms, HCC	165,433.00	
		4	Sum of 4 Bedrooms, HCC	196,668.00	
		5	Sum of 5 Bedrooms, HCC	216,836.00	
		6	Sum of 6 Bedrooms, HCC	235,765.00	
	HCC Limit per Unit	0	Walkup	Sum of 0 Bedrooms, TDC	126,090.00
		1	Sum of 1 Bedrooms, TDC	174,224.00	
		2	Sum of 2 Bedrooms, TDC	221,034.00	
		3	Sum of 3 Bedrooms, TDC	288,793.00	
		4	Sum of 4 Bedrooms, TDC	360,032.00	
		5	Sum of 5 Bedrooms, TDC	405,363.00	
HCC Limit per Unit	6	Sum of 6 Bedrooms, TDC	450,075.00		
	0	Sum of 0 Bedrooms, HCC	72,051.00		
	1	Sum of 1 Bedrooms, HCC	99,557.00		
	2	Sum of 2 Bedrooms, HCC	126,305.00		
	3	Sum of 3 Bedrooms, HCC	165,024.00		
	4	Sum of 4 Bedrooms, HCC	205,733.00		
HCC Limit per Unit	5	Sum of 5 Bedrooms, HCC	231,636.00		
	6	Sum of 6 Bedrooms, HCC	257,186.00		

**CHOICE NEIGHBORHOODS IMPLEMENTATION GRANTS
FY2014 Grant Sizing Worksheet**

Step 4. Enter name of the Lead Applicant:

City of Milwaukee

Step 5. (a) Enter name of targeted public and/or assisted hsg site(s):

Westlawn

(b) Confirm correct City (selected in Step 1):

MILWAUKEE

Note: If the selected City or State is wrong, return to Page 1, Steps 1 and 2, to correct your selections (navigate back to Step 1 by clicking on "Select City & State" tab below).

(c) Confirm correct State (selected in Step 2):

WISCONSIN

Step 6. In the appropriate "BUILDING TYPE" and bedroom ("BR") categories below, enter the number of "NEW UNITS" (use Table 6(a)), and/or "REHABILITATION UNITS" (use Table 6(b)), proposed for funding under this application.

The Excel form will calculate TDC limit subtotals for each unit type, and overall TDC limit totals, based on City and State selected at Steps 1 and 2. If you are completing this attachment manually, use the applicable TDC limits for each unit type found in HUD Notice PIH 2011-38.

Definitions

NEW UNITS (Table 6(a)): include all on-site and off-site replacement units. Also include any homeownership units (including lease-purchase), that will be newly-constructed or acquired (with or without rehabilitation) utilizing any Choice Neighborhoods grant funds or other public housing capital assistance for development.

REHABILITATION UNITS (Table 6(b)): include only existing (i.e. in HUD's inventory) public housing and/or assisted units that are proposed for rehabilitation utilizing Choice Neighborhoods grant funds or other public housing capital assistance.

Building Types

Detached buildings are single-family dwellings.

Semi-Detached buildings, also referred to as "duplex" units, are structures that include only two units.

Elevator buildings include only those structures with an elevator and four or more floors above ground.

Row House refers to any structure with three or more units that has only vertical common walls.

If a building with three or more units has upper/lower units (and is not an elevator building), it is classified as a Walkup.

Walkup buildings include all structures with three or more units that are not classified as Elevator or Row House.

Table 6(a): NEW UNITS (new construction, acquisition, and units to be acquired and rehabilitated)

BUILDING TYPE	BR's	Number of Units	HCC Limit per Unit	HCC Totals	Community Renewal Allowance Total	TDC Limit per Unit for New Const.	TDC Limit Totals
Detached / Semi-Detached	1BR					\$ 210,153	\$ -
	2BR					\$ 251,851	\$ -
	3BR					\$ 303,278	\$ -
	4BR					\$ 357,328	\$ -
	5BR					\$ 390,638	\$ -
Elevator	1BR	112				\$ 187,942	\$ 21,049,504
	2BR	61				\$ 241,640	\$ 14,740,040
	3BR					\$ 322,186	\$ -
	4BR					\$ 402,733	\$ -
	5BR					\$ 456,430	\$ -
Row House	1BR					\$ 199,202	\$ -
	2BR	87				\$ 239,277	\$ 20,817,099
	3BR	96				\$ 289,508	\$ 27,792,768
	4BR	36				\$ 344,169	\$ 12,390,084
	5BR					\$ 379,464	\$ -
Walkup	1BR					\$ 174,224	\$ -
	2BR					\$ 221,034	\$ -
	3BR					\$ 288,793	\$ -
	4BR					\$ 360,032	\$ -
	5BR					\$ 405,363	\$ -
Subtotal New Units:		392					

Table 6(b): REHABILITATION UNITS (existing public and/or assisted housing units to be rehabilitated)*

BUILDING TYPE	BR's	Number of Units	HCC Limit per Unit	HCC Totals	Comm Renewal Allowance Total	TDC Limit per Unit for Rehab*	TDC Limit Totals
Detached / Semi-Detached	1BR					\$ 189,138	\$ -
	2BR	2				\$ 226,666	\$ 453,332
	3BR					\$ 272,950	\$ -
	4BR					\$ 321,595	\$ -
	5BR					\$ 351,574	\$ -
Elevator	1BR					\$ 169,148	\$ -
	2BR					\$ 217,476	\$ -
	3BR					\$ 289,967	\$ -
	4BR					\$ 362,460	\$ -
	5BR					\$ 410,787	\$ -
Row House	1BR					\$ 179,282	\$ -
	2BR					\$ 215,349	\$ -
	3BR					\$ 260,557	\$ -
	4BR					\$ 309,752	\$ -
	5BR					\$ 341,518	\$ -
Walkup	1BR					\$ 156,802	\$ -
	2BR					\$ 198,931	\$ -
	3BR					\$ 259,914	\$ -
	4BR					\$ 324,029	\$ -
	5BR					\$ 364,827	\$ -
Subtotal Rehab Units:		2					

6(c)

Totals for all New and Rehabilitation Units	394						\$ 97,242,827
----------------------------------------------------	------------	--	--	--	--	--	----------------------

* TDC limits shown for Rehabilitation Units are 90% of the TDC limit for New Construction Units. If rehabilitation activity will change the number of units or the unit configuration (Building Types or number of Bedrooms) at the original project site, enter the number and configuration of units that will exist after rehabilitation, not the number of units and unit configuration before rehabilitation.

Public Reporting Burden for this collection of information is estimated to average one hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Response to this collection of information is mandatory to obtain a benefit. The information requested does not lend itself to confidentiality. HUD may not conduct or sponsor, and an applicant is not required to respond to a collection of information unless it displays a currently valid OMB control number.

**CHOICE NEIGHBORHOODS IMPLEMENTATION GRANTS
FY2014 Grant Sizing Worksheet**

COMPLETE THIS WORKSHEET LAST

Page 3

To determine the maximum grant amount that may be requested in this Choice Neighborhoods Implementation application, enter the requested information. If you are using the Excel form, totals are calculated automatically. If you are manually calculating the maximum grant amount that may be requested on this attachment, follow the calculation instructions provided below on this worksheet.

6(d) TDC limit, unadjusted (entered automatically from "TDC Limit Calculation") \$ 97,242,827
(To calculate manually, enter the TDC Limit Total for all New and Rehabilitation Units from line 6(c), page 2)

Step 7. Enter Choice Neighborhoods request for Supportive Services (SS) funding. \$ 4,500,000
(from Sources and Uses Budget)
(Note: request for Supportive Services funding may not exceed 15% of total grant requested. Any amount requested above 5% of grant must be matched by other sources.)

Step 8. Enter Choice Neighborhoods request for Critical Community Improvements (CCI) funding. \$ 3,500,000
(from Sources and Uses Budget) #DIV/0!
#DIV/0!
(Note: request for Critical Community Improvements funding may not exceed 15% of total grant requested)

Step 9. Enter Choice Neighborhoods funds requested for demolition and remediation of dwelling units. \$ 3,465,000
(Enter the combined total of the dwelling unit remediation and dwelling unit demolition line items from the Sources and Uses Budget)

Step 10. Enter number of public and/or assisted units to be demo'd (after date of application only). 394

Step 11. Enter number of public and/or assisted units to be built back on the original site. (392)
(Do not include existing public and/or assisted units to be rehabilitated)

11(a) Number of public and/or assisted units to be demolished and not replaced back on original site 2
(Number of units identified in Step 10, minus the number of units identified in Step 11)

11(b) Percent of original public and/or assisted units to be demo'd & not replaced back on orig. site 0.5% %
(Number of units identified in 11(a), divided by number of units identified in Step 10)
Example: Step 10 = 100 units to be demolished. Step 11 = 40 replacement units to be built back on original site. 11(a) = 60 units demolished and not built back on original site. 11(b) = 60/100 = 60%

11(c) Demo/abatement costs attributable to units to be demolished and not replaced on orig. site \$ 17,589
(Dollar amount identified in Step 9, multiplied by percentage identified in 11(b))

Step 12. Enter Choice Neighborhoods request for "extraordinary site costs" (certified by architect or engineer). \$ -

12(a) Subtotal: TDC limit, adjusted (for SS, CCI, abatement/demo, & extraord. site costs) \$ 105,260,416
(Total of amounts above: 6(d) + Step 7 + Step 8 + Step 11(c) + Step 12)

Step 13. Enter all other HUD PH capital assistance proposed for Choice Neighborhoods development. (\$ 39,500,851)
(Include any project funds from the following sources: Public Housing Capital Funds or Mod funds (e.g., CIAP or CGP funds); Public Housing Development grants; previously-awarded HOPE VI demolition-only grants; and any borrowed funds secured by Capital Funds (from Sources and Uses Budget))

13(a) Subtotal: Adjusted maximum allowable grant, after accounting for additional capital assistance \$ 65,759,565
(Total of Subtotal in 11(a), minus amount identified in Step 12)

13(b) Maximum allowable Choice Neighborhoods Implementation Grant \$30,000,000
(In accordance with provisions of the HUD Choice Neighborhoods Notice of Funding Availability).

13(c) Maximum allowable Choice Neighborhoods Implementation Grant request \$ 30,000,000
(The lesser of 13(a) (adjusted max. possible grant), and 13(b) (\$30,000,000))

Step 14. Enter the amount of your Choice Neighborhoods Implementation Grant request \$ 30,000,000
(If less than maximum allowable grant request, above)

(Note: The maximum for CN Planning Grantees must be reduced, in accordance with the NOFA).

Name:

**Narrative Attachment 17:
Extraordinary Site Costs
Certification**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att17ExtraordinarySiteCostsCert

N/A

Name:

**Narrative Attachment 18:
Choice Neighborhoods Budget
Form**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att18ChoiceNeighBudgetForm

Choice Neighborhoods Budget

U.S. Department of Housing
and Urban Development

Implementation Grants

Office of Public and Indian Housing

OMB Approval No. 2577-0269

Part I: Summary

(exp. 1/31/2015)

Grantee Name: <u>City of Milwaukee</u>	CN Grant Number: _____
Devel. Name: <u>Westlawn Housing Development</u>	Budget Revision Number: _____

Line No.	Summary by Budget Line Item	Revised Overall Choice Neighborhoods Budget for All Project Phases	Previous Authorized Amount of Funds in LOCCS	Requested Changes to LOCCS Authorized Amount in this Revision	HUD-Approved Total Authorized Amount of Funds in LOCCS
1	1405 Supportive Services	\$ 4,206,322.00			
2	1408 Management Improvements	\$ -			
3	1409 Evaluation	\$ 293,678.00			
4	1410 Administration	\$ 450,000.00			
5	1430 Fees and Costs	\$ 2,261,507.00			
6	1440 Site Acquisition	\$ -			
7	1450 Site Improvement	\$ -			
8	1460 Dwelling Structures	\$ 15,685,893.00			
9	1465 Dwelling Equipment-Nonexpendable	\$ -			
10	1470 Nondwelling Structures	\$ -			
11	1475 Nondwelling Equipment	\$ -			
12	1480 Critical Community Improvements	\$ 3,500,000.00			
13	1485 Demolition	\$ 3,465,000.00			
14	1495 Relocation Costs - Residents	\$ 137,600.00			
15	1496 Relocation Costs - Non-Residents	\$ -			
16	Total Funds Authorization		\$ -	\$ -	\$ -
17	U2000 Funds held in Reserve		\$ 30,000,000.00		\$ 30,000,000.00
18	Amount of Grant	\$ 30,000,000.00			\$ 30,000,000.00

Signature of Executive Officer

HUD Certification: In approving this budget and providing assistance to a specific housing development(s), I hereby certify that the assistance will not be more than is necessary to make the assisted activity feasible after taking into account assistance from other government sources (24 CFR 12.50).

Signature of Authorized HUD Official

X

Date

X

Tom Barrett

Date

2/9/15

City of Milwaukee		Budget Revision Number	Grant Number
Westlawn Housing Development		0	0

Budget Line Item Number	Description of Proposed/Approved Action Use of Additional Authorized Funds	Current Overall HOPE VI Budget (All phases)	Requested Change in Overall HOPE VI Budget (All phases)	Requested Change in Disbursed Funds (Realignment)	Current Authorized Amount (Current Spread)	Requested Change in Amount Authorized for Expenditure (Change in Spread)	Total Funds to be Authorized for Expenditure (New Spread)
1	2	3	4	5	6	7	8
1405	SUPPORTIVE SERVICES						
	Endowments	\$ 950,000.00					\$ -
	Case management (salaries, benefits, contracts, etc.)	\$ 3,256,322.00					\$ -
							\$ -
							\$ -
		\$ 4,206,322.00	\$ -	\$ -	\$ -	\$ -	\$ -
	Percentage of BLI Budget	14.02%					

1408	MANAGEMENT IMPROVEMENTS						
							\$ -
							\$ -
							\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

1409	EVALUATION						
	Salaries, benefits, contracts, etc	\$ 293,678.00					\$ -
							\$ -
							\$ -
		\$ 293,678.00	\$ -	\$ -	\$ -	\$ -	\$ -

1410	ADMINISTRATION						
	Salaries and benefits, contracts	\$ 450,000.00					\$ -
							\$ -
							\$ -
		\$ 450,000.00					\$ -
	Percentage of authorized funds spread in LOCCS (Check for 10% holdback)						
	NEW TOTALS FOR HUD APPROVAL						
	Percentage of BLI Budget	1.50%					

Budget Line Item Number	Description of Proposed/Approved Action Use of Additional Authorized Funds	Current Overall HOPE VI Budget (All phases)	Requested Change in Overall HOPE VI Budget (All phases)	Requested Change in Disbursed Funds (Realignment)	Current Authorized Amount (Current Spread)	Requested Change in Amount Authorized for Expenditure (Change in Spread)	Total Funds to be Authorized for Expenditure (New Spread)
1	2	3	4	5	6	7	8

1430	FEES AND COSTS						
							\$ -
							\$ -
	Architect's Fee - Design	\$ 848,065.00					\$ -
	Architect's Fee - Inspection/Supervision	\$ 565,377.00					\$ -
	Engineering Costs	\$ 848,065.00					\$ -
							\$ -
							\$ -
							\$ -
	Total Changes	\$ 2,261,507.00					
	Previous Approved Budget Totals						
	NEW TOTALS FOR HUD APPROVAL						
	Percentage of BLI Budget	7.54%					

1440	SITE ACQUISITION						
							\$ -
							\$ -
							\$ -
							\$ -
Prior Bdgt Date	Total Changes	\$ -					
	Previous Approved Budget Totals						
	NEW TOTALS FOR HUD APPROVAL						
	Percentage of BLI Budget	0.00%					

1450	SITE IMPROVEMENTS						
	Infrastructure, site work, land scaping'						\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
	Total Changes	\$ -					
	Previous Approved Budget Totals						
	NEW TOTALS FOR HUD APPROVAL						
	Percentage of BLI Budget	0.00%					

Budget Line Item Number	Description of Proposed/Approved Action Use of Additional Authorized Funds	Current Overall HOPE VI Budget (All phases)	Requested Change in Overall HOPE VI Budget (All phases)	Requested Change in Disbursed Funds (Realignment)	Current Authorized Amount (Current Spread)	Requested Change in Amount Authorized for Expenditure (Change in Spread)	Total Funds to be Authorized for Expenditure (New Spread)
1	2	3	4	5	6	7	8

1460	DWELLING STRUCTURES						
	New Building construction	\$ 15,685,893.00					\$ -
							\$ -
							\$ -
							\$ -
	Total Changes	\$ 15,685,893.00					
	Previous Approved Budget Totals						
	NEW TOTALS FOR HUD APPROVAL						
	Percentage of BLI Budget	52.29%					

1465	DWELLING EQUIPMENT - NONEXPENDABLE						
							\$ -
							\$ -
							\$ -
Prior Bdgt Date	Total Changes	\$ -					
	Previous Approved Budget Totals						
	NEW TOTALS FOR HUD APPROVAL						
	Percentage of BLI Budget	0.00%					

1470	NONDWELLING STRUCTURES						
							\$ -
							\$ -
							\$ -
							\$ -
	Total Changes	\$ -					
	Previous Approved Budget Totals						
	NEW TOTALS FOR HUD APPROVAL						
	Percentage of BLI Budget	0.00%					

Budget Line Item Number	Description of Proposed/Approved Action Use of Additional Authorized Funds	Current Overall HOPE VI Budget (All phases)	Requested Change in Overall HOPE VI Budget (All phases)	Requested Change in Disbursed Funds (Realignment)	Current Authorized Amount (Current Spread)	Requested Change in Amount Authorized for Expenditure (Change in Spread)	Total Funds to be Authorized for Expenditure (New Spread)
1	2	3	4	5	6	7	8
1475	NONDWELLING EQUIPMENT						
							\$ -
							\$ -
							\$ -
	Total Changes	\$ -					
	Previous Approved Budget Totals						
	NEW TOTALS FOR HUD APPROVAL						
	Percentage of BLI Budget	0.00%					

1480	CRITICAL COMMUNITY IMPROVEMENTS						
	Retail spaces, Grocery store	\$ 1,620,000.00					\$ -
	Commercial and Small Business Support Revolving loan Fund	\$ 1,000,000.00					\$ -
	Water Playground	\$ 400,000.00					\$ -
	Retail Façade Grants	\$ 300,000.00					\$ -
	Foreclosure/Home Loan Assistance	\$ 180,000.00					\$ -
							\$ -
	Total Changes	\$ 3,500,000.00					
	Previous Approved Budget Totals						
	NEW TOTALS FOR HUD APPROVAL						
	Percentage of BLI Budget	11.67%					

1485	DEMOLITION						
	Building demolition	\$ 3,465,000.00					\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
	Total Changes	\$ 3,465,000.00					
	Previous Approved Budget Totals						
	NEW TOTALS FOR HUD APPROVAL						
	Percentage of BLI Budget	11.55%					

Budget Line Item Number	Description of Proposed/Approved Action Use of Additional Authorized Funds	Current Overall HOPE VI Budget (All phases)	Requested Change in Overall HOPE VI Budget (All phases)	Requested Change in Disbursed Funds (Realignment)	Current Authorized Amount (Current Spread)	Requested Change in Amount Authorized for Expenditure (Change in Spread)	Total Funds to be Authorized for Expenditure (New Spread)
1	2	3	4	5	6	7	8
1495	RELOCATION COSTS - RESIDENTS						
	Relocation Expenses	\$ 137,600.00					\$ -
							\$ -
							\$ -
							\$ -
							\$ -
	Total Changes	\$ 137,600.00					
	Previous Approved Budget Totals						
	NEW TOTALS FOR HUD APPROVAL						
	Percentage of BLI Budget	0.46%					

1496	RELOCATION COSTS - NON RESIDENTS						
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
	Total Changes						
	Previous Approved Budget Totals						
	NEW TOTALS FOR HUD APPROVAL	\$ 30,000,000.00					
	Percentage of BLI Budget						

Total Changes							
Previous Approved Budget Totals							
NEW BLI TOTAL							

Name:

**Narrative Attachment 19:
CCI Budget and Leverage**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att19CCIBudgetAndLeverage

**HOUSING AUTHORITY OF THE CITY OF MILWAUKEE (HACM)
 CNI - TOTAL DEVELOPMENT BUDGET
 CRITICAL COMMUNITY IMPROVEMENTS**

	CONSOLIDATED	CNI	OTHER GOVT	PRIVATE
TOTAL SOURCES:				
CNI Grant	3,500,000	3,500,000		
Department of City Development - City of Milwaukee	2,800,000		2,800,000	
Milwaukee Economic Dev't. Corporation	2,500,000		2,500,000	
Havenwoods Economic Devt Corp	60,000			60,000
Wisconsin Women's Business Initiative Corp	500,000			500,000
TOTAL SOURCES	9,360,000	3,500,000	5,300,000	560,000

TOTAL USES

A. Development/Construction/Rehabilitation

Critical Community Improvements:

Retail spaces	2,200,000	1,620,000	580,000	
Grocery Store	1,920,000		1,920,000	
Commercial and Small Business Support Revolving loan Fu	1,500,000	1,000,000		500,000
Water Playground	400,000	400,000		
Retail Façade Grants	410,000	300,000	50,000	60,000
Foreclosure/Home Loan Assistance	2,480,000	180,000	2,300,000	
Healthy Neighborhoods	450,000		450,000	
SUBTOTAL	9,360,000	3,500,000	5,300,000	560,000
Total Project Cost	9,360,000	3,500,000	5,300,000	560,000

Name:

**Narrative Attachment 20:
Housing Sources and Uses**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att20HousingSourcesAndUses

WESTLAWN
 CNI - TOTAL DEVELOPMENT BUDGET
 PERMANENT FINANCING

HOUSING CONSTRUCTION DEVELOPMENT PHASE

	TOTAL	CNI FUNDS	CFP/RHF	OTHER GOVT	PRIVATE	HACM-OTHER
TOTAL UNITS	708					
HOME OWNERSHIP MODEL UNITS CONSTRUCTED	2					
TOTAL SOURCES:						
Land loan	3,154,988	0	0	0	0	3,154,988
CNI Grant	21,550,000	21,550,000	0	0	0	0
Low Income Housing Tax Credit Equity	64,398,918	0	0	0	64,398,918	0
Long-term loan - Amortizing	30,000,000	0	0	0	30,000,000	0
HACM - CFFP/RHF (Future)	24,531,350	0	24,531,350	0	0	0
HACM - CFP/RHF Grant	12,469,501	0	12,469,501	0	0	0
HACM - Other Program Income	2,500,000	0	2,500,000	0	0	0
Community Development Block Grant -City fo Milwau	1,500,000	0	0	1,500,000	0	0
Deferred Developers fee	19,571,572	0	0	0	0	19,571,572
Dept. of City Development - City of Milwaukee	275,000	0	0	275,000	0	0
HACM COCC reserves	25,208,439	0	0	0	0	25,208,439
RACM	10,000	0	0	10,000	0	0
WE Energies	989,000	0	0	0	989,000	0
Global Green USA	22,000	0	0	0	22,000	0
To be sourced	25,000,000	0	0	0	0	25,000,000
TOTAL SOURCES	231,180,770	21,550,000	39,500,851	1,785,000	95,409,918	72,934,999
TOTAL USES						
A. Purchase Buildings and Land						
Land	3,154,988	0	0	0	0	3,154,988
Demolition	3,465,000	3,465,000	0	0	0	0
Other Buildings and Land	0	0	0	0	0	0
SUBTOTAL	6,619,988	3,465,000	0	0	0	3,154,988
B. Site Work						
Site Work	2,992,301	0	45,338	0	1,654,833	1,292,130
Off Site Work	0	0	0	0	0	0
Landscaping	2,310,000	0	35,000	0	1,277,500	997,500
Infrastructure	17,066,089	0	5,747,161	217,700	4,780,983	6,320,245
SUBTOTAL	22,368,390	0	5,827,499	217,700	7,713,316	8,609,875
C. New Construction/Rehabilitation						
Construction of New Buildings- Rental	128,571,707	13,324,077	26,612,556	1,366,053	57,870,844	29,398,177
Construction of New Buildings- Home Ownership	405,439	0	0	0	0	405,439
Rehabilitation - 2 units	71,900	71,900	0	0	0	0
Accessory Buildings (Mgmt office, Garage, retail, etc)	2,500,000	0	2,500,000	0	0	0
Personal Property	1,188,000	0	18,000	0	923,400	246,600
General Requirements	7,888,629	803,759	1,742,439	81,963	3,472,251	1,788,217
Contractor Overhead	2,579,543	266,482	532,251	27,321	1,157,417	596,072
Contractor Profit	7,738,629	799,445	1,596,753	81,963	3,472,251	1,788,217
Construction Supervision	1,980,000	0	30,000	0	1,539,000	411,000
Demolition - residential interior	0	0	0	0	0	0
SUBTOTAL	152,923,846	15,265,662	33,032,000	1,557,300	68,435,162	34,633,722
D. Contingency						
Construction Contingency	8,878,462	420,231	0	0	4,020,314	4,437,917
Other Contingency		0	0	0	0	0
SUBTOTAL	8,878,462	420,231	0	0	4,020,314	4,437,917
E. Architectural and Engineering						
Architect's Fee - Design	3,869,314	848,065	152,269	0	2,097,877	771,103
Architect's Fee - Inspection/Supervision	2,579,543	565,377	101,513	0	1,398,584	514,069
Engineering Costs	3,869,314	848,064	152,270	0	2,097,877	771,103
Other Architectural and Engineering	0	0	0	0	0	0
SUBTOTAL	10,318,172	2,261,507	406,052	0	5,594,338	2,056,275
F. Construction Costs						
WHEDA Construction Loan Interest	5,740,000	0	0	0	5,740,000	0
Construction Loan Origination Fee - WHEDA 1%	820,000	0	0	0	820,000	0
SUBTOTAL	6,560,000	0	0	0	6,560,000	0
G. Financing Fees and Expenses						
Permanent Loan Origination Fee - Non WHEDA	300,000	0	0	0	300,000	0
Other Financing Fees and Expenses						

HOUSING CONSTRUCTION DEVELOPMENT PHASE

	TOTAL	CNI FUNDS	CFP/RHF	OTHER GOVT	PRIVATE	HACM-OTHER
SUBTOTAL	300,000	0	0	0	300,000	0
H. Miscellaneous Costs						
Property Appraisal	8,000	0	0	0	6,000	2,000
Market Study	5,000	0	5,000	0	0	0
Environmental Report	17,500	0	2,500	10,000	5,000	0
Survey	98,620	0	1,400	0	71,320	25,900
Rent-Up Marketing Expense	97,200	0	0	0	76,950	20,250
Tax Credit Application Fee	10,500	0	0	0	7,000	3,500
Tax Credit Compliance Fee	20,520	0	0	0	20,520	0
Tax Credit Allocation Fees	600,000	0	0	0	600,000	0
Cost Certification/Accounting Fees	160,000	0	0	0	160,000	0
Title and Recording	80,000	0	10,000	0	70,000	0
Temporary Relocation Expenses	336,000	137,600	198,400	0	0	0
Legal Fees - Miscellaneous	165,000	0	10,000	0	150,000	5,000
Legal Fees - Real Estate	89,000	0	8,000	0	75,000	6,000
Soft cost contingency	0	0	0	0	0	0
SUBTOTAL	1,687,340	137,600	235,300	10,000	1,241,790	62,650
I. Syndication Costs						
Organizational (Partnership)	9,000	0	0	0	6,000	3,000
Other Syndication Costs	0	0	0	0	0	0
SUBTOTAL	9,000	0	0	0	6,000	3,000
J. Developer's Fees						
Developer's Fee - Deferred	19,571,572	0	0	0	0	19,571,572
Developer's Fee - Received	0	0	0	0	0	0
SUBTOTAL	19,571,572	0	0	0	0	19,571,572
K. Reserves						
Operating Deficit Reserve	1,749,600	0	0	0	1,385,100	364,500
Replacement Reserve	194,400	0	0	0	153,900	40,500
SUBTOTAL	1,944,000	0	0	0	1,539,000	405,000
Total Project Cost	231,180,770	21,550,000	39,500,851	1,785,000	95,409,918	72,934,999

NOTES:

- 1 HACM will only build 2 model units for the Home ownership Phase. HACM intends to pre-sell the units prior to construction or will determine market demand at that time.
- 2 Committed resources are in bold fonts.

WESTLAWN
CNI - TOTAL DEVELOPMENT BUDGET
PERMANENT FINANCING -PHASE I

	PHASE I					
	TOTAL PHASE I	CNI FUNDS	CFP/RHF	OTHER GOVT	PRIVATE	HACM-OTHER
TOTAL UNITS	10					
HOME OWNERSHIP MODEL UNITS CONSTRUCTED						
TOTAL SOURCES:						
CNI Grant	5,947,985	5,947,985				0
HACM - CFP/RHF Grant	3,069,501		3,069,501			0
TOTAL SOURCES	9,017,486	5,947,985	3,069,501	0	0	0
TOTAL USES						
A. Purchase Buildings and Land						
Demolition	3,465,000	3,465,000				0
Other Buildings and Land	0					0
SUBTOTAL	3,465,000	3,465,000	0	0	0	0
B. Site Work						
Site Work	45,338		45,338			0
Landscaping	35,000		35,000			0
Infrastructure	258,577		258,577			0
SUBTOTAL	338,915	0	338,915	0	0	0
C. New Construction/Rehabilitation						
Construction of New Buildings- Rental	1,621,754	1,621,754				0
Rehabilitation - 2 units	71,900	71,900				0
Accessory Buildings (Mgmt office, Garage, retail, etc)	2,500,000		2,500,000			0
Personal Property	18,000		18,000			0
General Requirements	247,305	101,619	145,686			0
Contractor Overhead	32,435	32,435				0
Contractor Profit	97,305	97,305				0
Construction Supervision	30,000		30,000			0
Demolition - residential interior	0	0				0
SUBTOTAL	4,618,700	1,925,014	2,693,686	0	0	0
D. Contingency						
Construction Contingency	420,231	420,231				0
Other Contingency	0					0
SUBTOTAL	420,231	420,231	0	0	0	0
E. Architectural and Engineering						
Architect's Fee - Design	48,653	48,653				0
Architect's Fee - Inspection/Supervision	32,435	32,435				0
Engineering Costs	48,653	48,653				0
Other Architectural and Engineering	0	0				0
SUBTOTAL	129,740	129,740	0	0	0	0
H. Miscellaneous Costs						
Market Study	5,000		5,000			0
Environmental Report	2,500		2,500			0
Survey	1,400		1,400			0
Title and Recording	10,000		10,000			0
Temporary Relocation Expenses	8,000	8,000				0
Legal Fees - Miscellaneous	10,000		10,000			0
Legal Fees - Real Estate	8,000		8,000			0
Soft cost contingency	0		0			0
SUBTOTAL	44,900	8,000	36,900	0	0	0
Total Project Cost	9,017,486	5,947,985	3,069,501	0	0	0

NOTES:

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- 2 Committed resources are in bold fonts.

HOUSING AUTHORITY OF THE CITY OF MILWAUKEE (HACM)
 CNI - TOTAL DEVELOPMENT BUDGET
 PERMANENT FINANCING
 WESTLAWN
 CNI - TOTAL DEVELOPMENT BUDGET
 CONSTRUCTION FINANCING- PHASE II

	PHASE II					
	TOTAL PHASE II	CNI FUNDS	CFP/RHF	OTHER GOV'T	PRIVATE	HACM-OTHER
TOTAL UNITS	162					
HOME OWNERSHIP MODEL UNITS CONSTRUCTED						
TOTAL SOURCES:						
Land loan	786,320					786,320
CNI Grant	15,602,015	15,602,015				0
Low Income Housing Tax Credit Equity	2,511,596				2,511,596	0
Bridge/Construction Loan	21,500,000				21,500,000	0
HACM - CFP/RHF Grant	6,745,825		6,745,825			0
HACM - Other Program Income	2,500,000		2,500,000			0
Dept. of City Development - City of Milwaukee	68,750			68,750		0
HACM COCC reserves	9,096					9,096
TOTAL SOURCES	49,723,602	15,602,015	9,245,825	68,750	24,011,596	795,416
TOTAL USES						
A. Purchase Buildings and Land						
Land	786,320					786,320
SUBTOTAL	786,320	0	0	0	0	786,320
B. Site Work						
Site Work	734,474				734,474	0
Landscaping	567,000				567,000	0
Infrastructure	4,188,949		325,619	68,750	3,791,983	2,597
SUBTOTAL	5,490,423	0	325,619	68,750	5,093,457	2,597
C. New Construction/Rehabilitation						
Construction of New Buildings- Rental	31,722,731	11,702,323	7,468,556		12,551,853	0
Personal Property	291,600				291,600	0
General Requirements	1,903,364	702,139	448,113	0	753,111	(0)
Contractor Overhead	634,455	234,046	149,371	0	251,037	(0)
Contractor Profit	1,903,364	702,139	448,113	0	753,111	(0)
Construction Supervision	486,000				486,000	0
Demolition - residential interior	0					0
SUBTOTAL	36,941,513	13,340,648	8,514,154	0	15,086,712	0
D. Contingency						
Construction Contingency	2,107,017				2,107,017	0
Other Contingency	0					0
SUBTOTAL	2,107,017	0	0	0	2,107,017	0
E. Architectural and Engineering						
Architect's Fee - Design	951,682	799,413	152,269			0
Architect's Fee - Inspection/Supervision	634,455	532,942	101,513			(0)
Engineering Costs	951,682	799,412	152,270			0
Other Architectural and Engineering	0	0				0
SUBTOTAL	2,537,818	2,131,767	406,052	0	0	(0)
F. Construction Costs						
WHEDA Construction Loan Interest	1,128,750				1,128,750	0
Construction Loan Origination Fee - WHEDA 1%	215,000				215,000	0
SUBTOTAL	1,343,750	0	0	0	1,343,750	0
G. Financing Fees and Expenses						
Permanent Loan Origination Fee - Non WHEDA	40,000				40,000	0
SUBTOTAL	40,000	0	0	0	40,000	0
H. Miscellaneous Costs						
Property Appraisal	2,000				2,000	0
Environmental Report	5,000				5,000	0
Survey	22,180				22,180	0
Tax Credit Application Fee	3,500					3,500
Tax Credit Compliance Fee	6,480				6,480	0
Tax Credit Allocation Fees	160,000				160,000	0
Cost Certification/Accounting Fees	50,000				50,000	0
Title and Recording	25,000				25,000	0
Temporary Relocation Expenses	129,600	129,600				0
Legal Fees - Miscellaneous	45,000				45,000	0
Legal Fees - Real Estate	25,000				25,000	0
Soft cost contingency	0					0
SUBTOTAL	473,760	129,600	0	0	340,660	3,500
I. Syndication Costs						
Organizational (Partnership)	3,000					3,000
SUBTOTAL	3,000	0	0	0	0	3,000
Total Project Cost	49,723,602	15,602,015	9,245,825	68,750	24,011,596	795,416

NOTES:

- HACM will only build 2 model units for the Home ownership Phase. HACM intends to pre-sell the units prior to construction or will determine market demand at that time.
- Committed resources are in bold fonts.

WESTLAWN
 CNI - TOTAL DEVELOPMENT BUDGET
 PERMANENT FINANCING -PHASE II

	PHASE II					
	TOTAL PHASE II	CNI FUNDS	CFP/RHF	OTHER GOVT	PRIVATE	HACM-OTHER
TOTAL UNITS	162					
HOME OWNERSHIP MODEL UNITS CONSTRUCTED						
TOTAL SOURCES:						
CNI Grant	15,602,015	15,602,015				0
Low Income Housing Tax Credit Equity	16,743,970				16,743,970	0
Long-term loan - Amortizing	4,000,000				4,000,000	0
HACM - CFFP/RHF (Future)	1,500,000		1,500,000			0
HACM - CFP/RHF Grant	9,400,000		9,400,000			0
HACM - Other Program Income	2,500,000		2,500,000			0
Deferred Developers fee	6,079,727					6,079,727
Dept. of City Development - City of Milwaukee	68,750			68,750		0
HACM COCC reserves	9,096					9,096
						0
TOTAL SOURCES	56,689,879	15,602,015	13,400,000	68,750	20,743,970	6,875,144
TOTAL USES						
A. Purchase Buildings and Land						
Land	786,320					786,320
SUBTOTAL	786,320	0	0	0	0	786,320
B. Site Work						
Site Work	734,474				734,474	0
Landscaping	567,000				567,000	0
Infrastructure	4,188,949		325,619	68,750	3,791,983	2,597
SUBTOTAL	5,490,423	0	325,619	68,750	5,093,457	2,597
C. New Construction/Rehabilitation						
Construction of New Buildings- Rental	31,722,731	11,702,323	11,112,569		8,907,839	(0)
Personal Property	291,600				291,600	0
General Requirements	1,903,364	702,139	666,754	0	534,470	(0)
Contractor Overhead	634,455	234,046	222,251	0	178,157	(0)
Contractor Profit	1,903,364	702,139	666,754	0	534,470	(0)
Construction Supervision	486,000				486,000	0
Demolition - residential interior	0					0
SUBTOTAL	36,941,513	13,340,648	12,668,329	0	10,932,537	(0)
D. Contingency						
Construction Contingency	2,107,017				2,107,017	0
Other Contingency	0					0
SUBTOTAL	2,107,017	0	0	0	2,107,017	0
E. Architectural and Engineering						
Architect's Fee - Design	951,682	799,413	152,269			0
Architect's Fee - Inspection/Supervision	634,455	532,942	101,513			(0)
Engineering Costs	951,682	799,412	152,270			0
Other Architectural and Engineering	0	0				0
SUBTOTAL	2,537,818	2,131,767	406,052	0	0	(0)
H. Miscellaneous Costs						
Property Appraisal	2,000				2,000	0
Environmental Report	5,000				5,000	0
Survey	22,180				22,180	0
Rent-Up Marketing Expense	24,300				24,300	0
Tax Credit Application Fee	3,500					3,500
Tax Credit Compliance Fee	6,480				6,480	0
Tax Credit Allocation Fees	160,000				160,000	0
Cost Certification/Accounting Fees	50,000				50,000	0
Title and Recording	25,000				25,000	0
Temporary Relocation Expenses	129,600	129,600				0
Legal Fees - Miscellaneous	45,000				45,000	0
Legal Fees - Real Estate	25,000				25,000	0
Soft cost contingency	0					0
SUBTOTAL	498,060	129,600	0	0	364,960	3,500
I. Syndication Costs						
Organizational (Partnership)	3,000					3,000
Other Syndication Costs	0					0
SUBTOTAL	3,000	0	0	0	0	3,000
J. Developer's Fees						
Developer's Fee - Deferred	6,079,727					6,079,727
Developer's Fee - Received	0					0
SUBTOTAL	6,079,727	0	0	0	0	6,079,727
K. Reserves						
Operating Deficit Reserve	437,400				437,400	0
Replacement Reserve	48,600				48,600	0
SUBTOTAL	486,000	0	0	0	486,000	0
Total Project Cost	56,689,879	15,602,015	13,400,000	68,750	20,743,970	6,875,144

NOTES:

- HACM will only build 2 model units for the Home ownership Phase. HACM intends to pre-sell the units prior to construction or will determine market demand at that time.
- Committed resources are in bold fonts.

HOUSING AUTHORITY OF THE CITY OF MILWAUKEE (HACM)
 CNI - TOTAL DEVELOPMENT BUDGET
 PERMANENT FINANCING
 WESTLAWN
 CNI - TOTAL DEVELOPMENT BUDGET
 CONSTRUCTION FINANCING- PHASE III

	PHASE III					
	TOTAL PHASE III	CNI FUNDS	CFP/RHF	OTHER GOVT	PRIVATE	HACM-OTHER
TOTAL UNITS	203					
HOME OWNERSHIP MODEL UNITS CONSTRUCTED						
TOTAL SOURCES:						
Land loan	985,327					985,327
Low Income Housing Tax Credit Equity	4,198,260				4,198,260	0
Bridge/Construction Loan	43,500,000				43,500,000	0
HACM - CFFP/RHF (Future)	13,500,000		13,500,000			0
Dept. of City Development - City of Milwaukee	86,150			86,150		0
HACM COCC reserves	2,575,183					2,575,183
RACM	6,000			6,000		0
Global Green USA	22,000				22,000	0
TOTAL SOURCES	64,872,920	0	13,500,000	92,150	47,720,260	3,560,510
TOTAL USES						
A. Purchase Buildings and Land						
Land	985,327					985,327
SUBTOTAL	985,327	0	0	0	0	985,327
B. Site Work						
Site Work	920,359				920,359	0
Landscaping	710,500				710,500	0
Infrastructure	5,249,115		5,162,965	86,150		0
SUBTOTAL	6,879,975	0	5,162,965	86,150	1,630,859	0
C. New Construction/Rehabilitation						
Construction of New Buildings- Rental	41,152,020		7,170,732		31,722,355	2,258,932
Personal Property	365,400				365,400	0
General Requirements	2,469,121	0	430,244	0	1,903,341	135,536
Contractor Overhead	823,040	0	143,415	0	634,447	45,179
Contractor Profit	2,469,121	0	430,244	0	1,903,341	135,536
Construction Supervision	609,000				609,000	0
Demolition - residential interior	0					0
SUBTOTAL	47,887,703	0	8,174,635	0	37,137,885	2,575,183
D. Contingency						
Construction Contingency	2,720,114				2,720,114	(0)
Other Contingency	0					0
SUBTOTAL	2,720,114	0	0	0	2,720,114	(0)
E. Architectural and Engineering						
Architect's Fee - Design	1,234,561				1,234,561	0
Architect's Fee - Inspection/Supervision	823,040				823,040	0
Engineering Costs	1,234,561				1,234,561	0
Other Architectural and Engineering	0				0	0
SUBTOTAL	3,292,162	0	0	0	3,292,162	0
F. Construction Costs						
WHEDA Construction Loan Interest	1,863,750				1,863,750	0
Construction Loan Origination Fee - WHEDA 1%	355,000				355,000	0
SUBTOTAL	2,218,750	0	0	0	2,218,750	0
G. Financing Fees and Expenses						
Permanent Loan Origination Fee - Non WHEDA	80,000				80,000	0
SUBTOTAL	80,000	0	0	0	80,000	0
H. Miscellaneous Costs						
Property Appraisal	2,000				2,000	0
Environmental Report	6,000			6,000		0
Survey	28,420				28,420	0
Rent-Up Marketing Expense	30,450				30,450	0
Tax Credit Application Fee	3,500				3,500	0
Tax Credit Compliance Fee	8,120				8,120	0
Tax Credit Allocation Fees	350,000				350,000	0
Cost Certification/Accounting Fees	75,000				75,000	0
Title and Recording	30,000				30,000	0
Temporary Relocation Expenses	162,400		162,400			0
Legal Fees - Miscellaneous	75,000				75,000	0
Legal Fees - Real Estate	35,000				35,000	0
Soft cost contingency	0				0	0
SUBTOTAL	805,890	0	162,400	6,000	637,490	0
I. Syndication Costs						
Organizational (Partnership)	3,000				3,000	0
SUBTOTAL	3,000	0	0	0	3,000	0
Total Project Cost	64,872,920	0	13,500,000	92,150	47,720,260	3,560,510

NOTES:

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- Committed resources are in bold fonts.

HOUSING AUTHORITY OF THE CITY OF MILWAUKEE (HACM)
 CNI - TOTAL DEVELOPMENT BUDGET
 PERMANENT FINANCING- PHASE III

	PHASE III					
	TOTAL PHASE III	CNI FUNDS	CFP/RHF	OTHER GOVT	PRIVATE	HACM-OTHER
TOTAL UNITS	203					
HOME OWNERSHIP MODEL UNITS CONSTRUCTED						
TOTAL SOURCES:						
Land loan	985,327					985,327
Low Income Housing Tax Credit Equity	27,988,397				27,988,397	0
Long-term loan - Amortizing	8,000,000				8,000,000	0
HACM - CFFP/RHF (Future)	13,500,000		13,500,000			0
Community Development Block Grant -City fo Milwau	600,000			600,000		0
Deferred Developers fee	7,932,380					7,932,380
Dept. of City Development - City of Milwaukee	86,150			86,150		0
HACM COCC reserves	14,915,296					14,915,296
RACM	6,000			6,000		0
Global Green USA	22,000				22,000	0
TOTAL SOURCES	74,035,550	0	13,500,000	692,150	36,010,397	23,833,003
TOTAL USES						
A. Purchase Buildings and Land						
Land	985,327					985,327
SUBTOTAL	985,327	0	0	0	0	985,327
B. Site Work						
Site Work	920,359				920,359	0
Landscaping	710,500				710,500	0
Infrastructure	5,249,115		5,162,965	86,150		0
SUBTOTAL	6,879,975	0	5,162,965	86,150	1,630,859	0
C. New Construction/Rehabilitation						
Construction of New Buildings- Rental	41,152,020		7,170,732	526,316	22,757,444	10,697,528
Personal Property	365,400				365,400	0
General Requirements	2,469,121	0	430,244	31,579	1,365,447	641,852
Contractor Overhead	823,040	0	143,415	10,526	455,149	213,951
Contractor Profit	2,469,121	0	430,244	31,579	1,365,447	641,852
Construction Supervision	609,000				609,000	0
Demolition - residential interior	0					0
SUBTOTAL	47,887,703	0	8,174,635	600,000	26,917,886	12,195,182
D. Contingency						
Construction Contingency	2,720,114					2,720,114
Other Contingency	0					0
SUBTOTAL	2,720,114	0	0	0	0	2,720,114
E. Architectural and Engineering						
Architect's Fee - Design	1,234,561				1,234,561	0
Architect's Fee - Inspection/Supervision	823,040				823,040	0
Engineering Costs	1,234,561				1,234,561	0
Other Architectural and Engineering	0				0	0
SUBTOTAL	3,292,162	0	0	0	3,292,162	0
F. Construction Costs						
WHEDA Construction Loan Interest	2,485,000				2,485,000	0
Construction Loan Origination Fee - WHEDA 1%	355,000				355,000	0
SUBTOTAL	2,840,000	0	0	0	2,840,000	0
G. Financing Fees and Expenses						
Permanent Loan Origination Fee - Non WHEDA	80,000				80,000	0
SUBTOTAL	80,000	0	0	0	80,000	0
H. Miscellaneous Costs						
Property Appraisal	2,000				2,000	0
Environmental Report	6,000			6,000		0
Survey	28,420				28,420	0
Rent-Up Marketing Expense	30,450				30,450	0
Tax Credit Application Fee	3,500				3,500	0
Tax Credit Compliance Fee	8,120				8,120	0
Tax Credit Allocation Fees	350,000				350,000	0
Cost Certification/Accounting Fees	75,000				75,000	0
Title and Recording	30,000				30,000	0
Temporary Relocation Expenses	162,400		162,400			0
Legal Fees - Miscellaneous	75,000				75,000	0
Legal Fees - Real Estate	35,000				35,000	0
Soft cost contingency	0				0	0
SUBTOTAL	805,890	0	162,400	6,000	637,490	0
I. Syndication Costs						
Organizational (Partnership)	3,000				3,000	0
SUBTOTAL	3,000	0	0	0	3,000	0
J. Developer's Fees						
Developer's Fee - Deferred	7,932,380					7,932,380
Developer's Fee - Received	0					0
SUBTOTAL	7,932,380	0	0	0	0	7,932,380
K. Reserves						
Operating Deficit Reserve	548,100				548,100	0
Replacement Reserve	60,900				60,900	0
SUBTOTAL	609,000	0	0	0	609,000	0
Total Project Cost	74,035,550	0	13,500,000	692,150	36,010,397	23,833,003

NOTES:

- HACM will only build 2 model units for the Home ownership Phase. HACM intends to pre-sell the units prior to construction or will determine market demand at that time.
- Committed resources are in bold fonts.

HOUSING AUTHORITY OF THE CITY OF MILWAUKEE (HACM)
 CNI - TOTAL DEVELOPMENT BUDGET
 PERMANENT FINANCING
 WESTLAWN
 CNI - TOTAL DEVELOPMENT BUDGET
 CONSTRUCTION FINANCING- PHASE IV

PHASE IV

AFFORDABLE RENTAL

	TOTAL PHASE IV	CFP/RHF	OTHER GOVT	PRIVATE	HACM-OTHER
TOTAL UNITS	148				
HOME OWNERSHIP MODEL UNITS CONSTRUCTED					
TOTAL SOURCES:					
Land loan	718,367				718,367
Low Income Housing Tax Credit Equity	2,949,983			2,949,983	0
Bridge/Construction Loan	30,500,000			30,500,000	0
HACM - CFP/RHF (Future)	9,531,350	9,531,350			0
Dept. of City Development - City of Milwaukee	62,800		62,800		0
HACM COCC reserves	610,518				610,518
RACM	4,000		4,000		0
WE Energies	989,000			989,000	0
TOTAL SOURCES	45,366,018	9,531,350	66,800	34,438,983	1,328,885
TOTAL USES					
A. Purchase Buildings and Land					
Land	718,367				718,367
SUBTOTAL	718,367	0	0	0	718,367
B. Site Work					
Site Work	671,001			671,001	(0)
Landscaping	518,000			518,000	0
Infrastructure	3,826,941		62,800	3,764,141	0
SUBTOTAL	5,015,942	0	62,800	4,953,142	0
C. New Construction/Rehabilitation					
Construction of New Buildings- Rental	28,777,190	8,329,254		19,912,393	535,543
Personal Property	266,400			266,400	0
General Requirements	1,726,631	499,755	0	1,194,744	32,133
Contractor Overhead	575,544	166,585	0	398,248	10,711
Contractor Profit	1,726,631	499,755	0	1,194,744	32,133
Construction Supervision	444,000			444,000	0
Demolition - residential interior	0			0	0
SUBTOTAL	33,516,397	9,495,350	0	23,410,528	610,519
D. Contingency					
Construction Contingency	1,913,297			1,913,297	(0)
Other Contingency	0			0	0
SUBTOTAL	1,913,297	0	0	1,913,297	(0)
E. Architectural and Engineering					
Architect's Fee - Design	863,316			863,316	(0)
Architect's Fee - Inspection/Supervision	575,544			575,544	(0)
Engineering Costs	863,316			863,316	(0)
Other Architectural and Engineering	0			0	0
SUBTOTAL	2,302,175	0	0	2,302,176	0
F. Construction Costs					
WHEDA Construction Loan Interest	1,312,500			1,312,500	0
Construction Loan Origination Fee - WHEDA 1%	250,000			250,000	0
SUBTOTAL	1,562,500	0	0	1,562,500	0
G. Financing Fees and Expenses					
Permanent Loan Origination Fee - Non WHEDA	55,000			55,000	0
SUBTOTAL	55,000	0	0	55,000	0
H. Miscellaneous Costs					
Property Appraisal	2,000			2,000	0
Environmental Report	4,000		4,000	0	0
Survey	20,720			20,720	0
Rent-Up Marketing Expense	22,200			22,200	0
Tax Credit Application Fee	3,500			3,500	0
Tax Credit Compliance Fee	5,920			5,920	0
Tax Credit Allocation Fees	90,000			90,000	0
Cost Certification/Accounting Fees	35,000			35,000	0
Title and Recording	15,000			15,000	0
Permanent Relocation Expenses	0			0	0
Temporary Relocation Expenses	36,000	36,000		0	0
Legal Fees - Miscellaneous	30,000			30,000	0
Legal Fees - Real Estate	15,000			15,000	0
Soft cost contingency	0			0	0
SUBTOTAL	279,340	36,000	4,000	239,340	0
I. Syndication Costs					
Organizational (Partnership)	3,000			3,000	0
SUBTOTAL	3,000	0	0	3,000	0
Total Project Cost	45,366,018	9,531,350	66,800	34,438,983	1,328,885

NOTES:

- HACM will only build 2 model units for the Home ownership Phase. HACM intends to pre-sell the units prior to construction or will determine market demand at that time.
- Committed resources are in bold fonts.

WESTLAWN
 CNI - TOTAL DEVELOPMENT BUDGET
 PERMANENT FINANCING- PHASE IV

PHASE IV
 AFFORDABLE RENTAL

	TOTAL PHASE IV	CFP/RHF	OTHER GOVT	PRIVATE	HACM-OTHER
TOTAL UNITS	148				
HOME OWNERSHIP MODEL UNITS CONSTRUCTED					
TOTAL SOURCES:					
Land loan	718,367				718,367
Low Income Housing Tax Credit Equity	19,666,551			19,666,551	0
Long-term loan - Amortizing	5,500,000			5,500,000	0
HACM - CFFP/RHF (Future)	9,531,350	9,531,350			0
Community Development Block Grant -City fo Milwau	900,000		900,000		0
Deferred Developers fee	5,559,465				5,559,465
Dept. of City Development - City of Milwaukee	120,100		120,100		0
HACM COCC reserves	8,818,149				8,818,149
RACM	4,000		4,000		0
WE Energies	989,000			989,000	0
TOTAL SOURCES	51,806,982	9,531,350	1,024,100	26,155,551	15,095,981
TOTAL USES					
A. Purchase Buildings and Land					
Land	718,367				718,367
SUBTOTAL	718,367	0	0	0	718,367
B. Site Work					
Site Work	671,001				671,001
Landscaping	518,000				518,000
Infrastructure	3,826,941		62,800	989,000	2,775,141
SUBTOTAL	5,015,942	0	62,800	989,000	3,964,142
C. New Construction/Rehabilitation					
Construction of New Buildings- Rental	28,777,190	8,329,254	839,737	15,350,297	4,257,901
Personal Property	266,400			266,400	0
General Requirements	1,726,631	499,755	50,384	921,018	255,474
Contractor Overhead	575,544	166,585	16,795	307,006	85,158
Contractor Profit	1,726,631	499,755	50,384	921,018	255,474
Construction Supervision	444,000			444,000	0
Demolition - residential interior	0				0
SUBTOTAL	33,516,397	9,495,350	957,300	18,209,739	4,854,008
D. Contingency					
Construction Contingency	1,913,297			1,913,297	(0)
Other Contingency	0				0
SUBTOTAL	1,913,297	0	0	1,913,297	(0)
E. Architectural and Engineering					
Architect's Fee - Design	863,316			863,316	(0)
Architect's Fee - Inspection/Supervision	575,544			575,544	(0)
Engineering Costs	863,316			863,316	(0)
Other Architectural and Engineering	0				0
SUBTOTAL	2,302,175	0	0	2,302,176	0
F. Construction Costs					
WHEDA Construction Loan Interest	1,750,000			1,750,000	0
Construction Loan Origination Fee - WHEDA 1%	250,000			250,000	0
SUBTOTAL	2,000,000	0	0	2,000,000	0
G. Financing Fees and Expenses					
Permanent Loan Origination Fee - Non WHEDA	55,000			55,000	0
SUBTOTAL	55,000	0	0	55,000	0
H. Miscellaneous Costs					
Property Appraisal	2,000			2,000	0
Environmental Report	4,000		4,000		0
Survey	20,720			20,720	0
Rent-Up Marketing Expense	22,200			22,200	0
Tax Credit Application Fee	3,500			3,500	0
Tax Credit Compliance Fee	5,920			5,920	0
Tax Credit Allocation Fees	90,000			90,000	0
Cost Certification/Accounting Fees	35,000			35,000	0
Title and Recording	15,000			15,000	0
Temporary Relocation Expenses	36,000	36,000			0
Legal Fees - Miscellaneous	30,000			30,000	0
Legal Fees - Real Estate	15,000			15,000	0
Soft cost contingency	0				0
SUBTOTAL	279,340	36,000	4,000	239,340	0
I. Syndication Costs					
Organizational (Partnership)	3,000			3,000	0
SUBTOTAL	3,000	0	0	3,000	0
J. Developer's Fees					
Developer's Fee - Deferred	5,559,465				5,559,465
Developer's Fee - Received	0				0
SUBTOTAL	5,559,465	0	0	0	5,559,465
K. Reserves					
Operating Deficit Reserve	399,600			399,600	0
Replacement Reserve	44,400			44,400	0
SUBTOTAL	444,000	0	0	444,000	0
Total Project Cost	51,806,982	9,531,350	1,024,100	26,155,551	15,095,981

NOTES:

- HACM will only build 2 model units for the Home ownership Phase. HACM intends to pre-sell the units prior to construction or will determine market demand at that time.
- Committed resources are in bold fonts.

WESTLAWN
CNI - TOTAL DEVELOPMENT BUDGET
PERMANENT FINANCING PHASE V

PHASE V
RENTAL MARKET RATE

	PHASE V	CFP/RHF	PRIVATE	HACM-OTHER
TOTAL UNITS	135			
HOME OWNERSHIP MODEL UNITS CONSTRUCTED				
TOTAL SOURCES:				
Land loan	655,267			655,267
Long-term loan - Amortizing	12,500,000		12,500,000	0
HACM COCC reserves	859,081			859,081
To be sourced	25,000,000			25,000,000
TOTAL SOURCES	39,014,348	0	12,500,000	26,514,348
TOTAL USES				
A. Purchase Buildings and Land				
Land	655,267			655,267
SUBTOTAL	655,267	0	0	655,267
B. Site Work				
Site Work	612,062			612,062
Landscaping	472,500			472,500
Infrastructure	3,490,791			3,490,791
SUBTOTAL	4,575,353	0	0	4,575,353
C. New Construction/Rehabilitation				
Construction of New Buildings- Rental	25,298,011		10,855,263	14,442,748
Personal Property	243,000			243,000
General Requirements	1,517,881	0	651,316	866,565
Contractor Overhead	505,960	0	217,105	288,855
Contractor Profit	1,517,881	0	651,316	866,565
Construction Supervision	405,000			405,000
Demolition - residential interior	0			0
SUBTOTAL	29,487,733	0	12,375,000	17,112,733
D. Contingency				
Construction Contingency	1,691,004			1,691,004
Other Contingency	0			0
SUBTOTAL	1,691,004	0	0	1,691,004
E. Architectural and Engineering				
Architect's Fee - Design	758,940			758,940
Architect's Fee - Inspection/Supervision	505,960			505,960
Engineering Costs	758,940			758,940
Other Architectural and Engineering	0			0
SUBTOTAL	2,023,841	0	0	2,023,841
G. Financing Fees and Expenses				
Permanent Loan Origination Fee - Non WHEDA	125,000		125,000	0
SUBTOTAL	125,000	0	125,000	0
H. Miscellaneous Costs				
Property Appraisal	2,000			2,000
Survey	18,900			18,900
Rent-Up Marketing Expense	20,250			20,250
Legal Fees - Miscellaneous	5,000			5,000
Legal Fees - Real Estate	5,000			5,000
Soft cost contingency	0			0
SUBTOTAL	51,150	0	0	51,150
K. Reserves				
Operating Deficit Reserve	364,500			364,500
Replacement Reserve	40,500			40,500
SUBTOTAL	405,000	0	0	405,000
Total Project Cost	39,014,348	0	12,500,000	26,514,348

NOTES:

- HACM will only build 2 model units for the Home ownership Phase. HACM intends to pre-sell the units prior to construction or will determine market demand at that time.
- Committed resources are in bold fonts.

**WESTLAWN
CNI - TOTAL DEVELOPMENT BUDGET
PERMANENT FINANCING- PHASE VI (HOME OWNERSHIP)**

**PHASE VI
H. OWNERSHIP
HACM-OTHER**

TOTAL UNITS	50
HOME OWNERSHIP MODEL UNITS CONSTRUCTED	2

TOTAL SOURCES:

Land loan	9,708
HACM COCC reserves	606,817

TOTAL SOURCES	616,525
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TOTAL USES

A. Purchase Buildings and Land

Land	9,708
SUBTOTAL	9,708

B. Site Work

Site Work	9,068
Landscaping	7,000
Infrastructure	51,715
SUBTOTAL	67,783

C. New Construction/Rehabilitation

Construction of New Buildings- Home Ownership	405,439
Personal Property	3,600
General Requirements	24,326
Contractor Overhead	8,109
Contractor Profit	24,326
Construction Supervision	6,000
Demolition - residential interior	0
SUBTOTAL	471,800

D. Contingency

Construction Contingency	26,799
Other Contingency	0
SUBTOTAL	26,799

E. Architectural and Engineering

Architect's Fee - Design	12,163
Architect's Fee - Inspection/Supervision	8,109
Engineering Costs	12,163
Other Architectural and Engineering	0
SUBTOTAL	32,435

H. Miscellaneous Costs

Survey	7,000
Legal Fees - Real Estate	1,000
Soft cost contingency	0
SUBTOTAL	8,000

Total Project Cost	616,525
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NOTES:

- 1 HACM will only build 2 model units for the Home ownership Phase. HACM intends to pre-sell the units prior to construction or will determine market demand at that time.
- 2 Committed resources are in bold fonts.

Name:

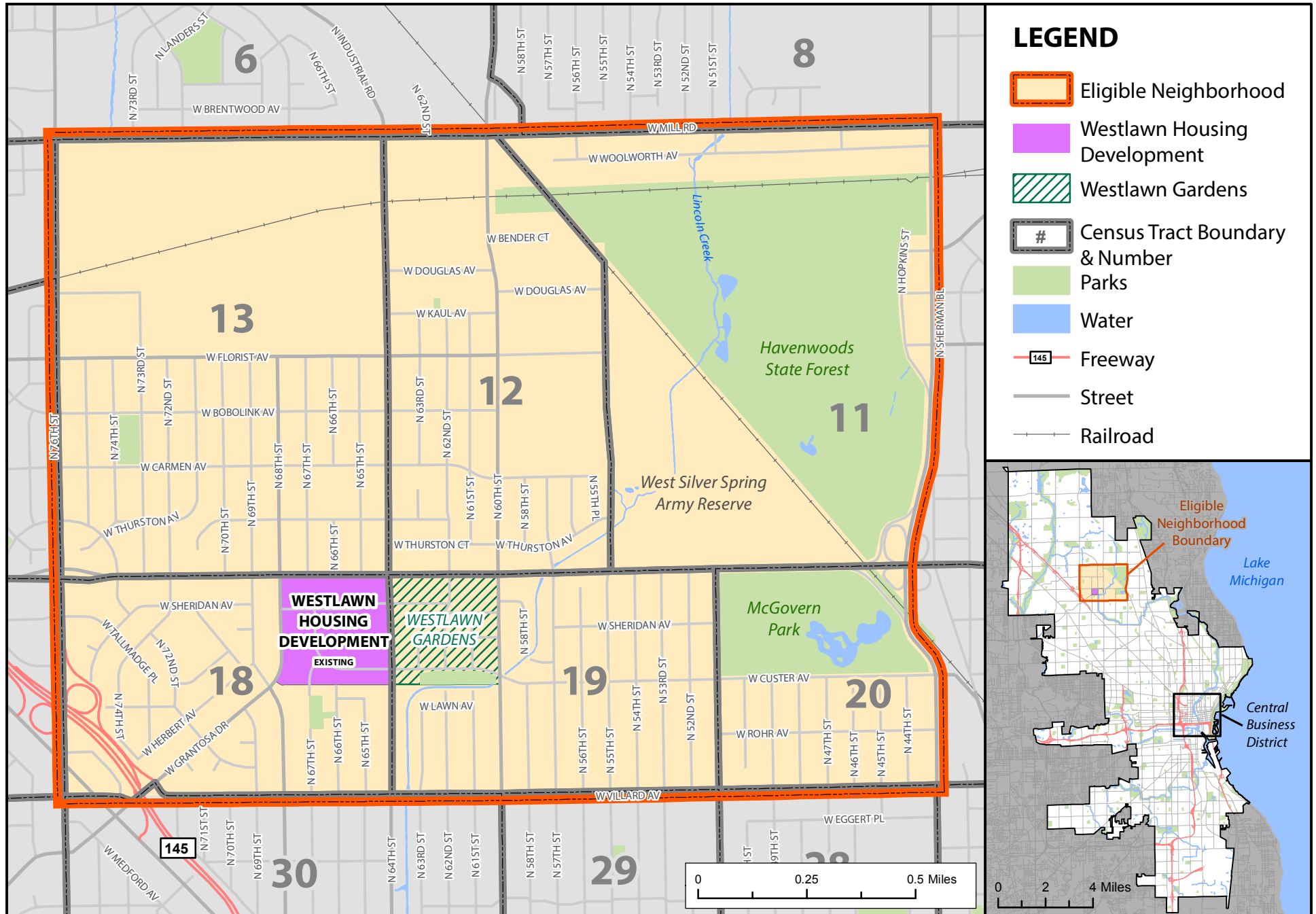
**Narrative Attachment 21:
City and Neighborhood Maps**

Name of Lead Applicant:

City of Milwaukee

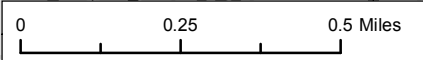
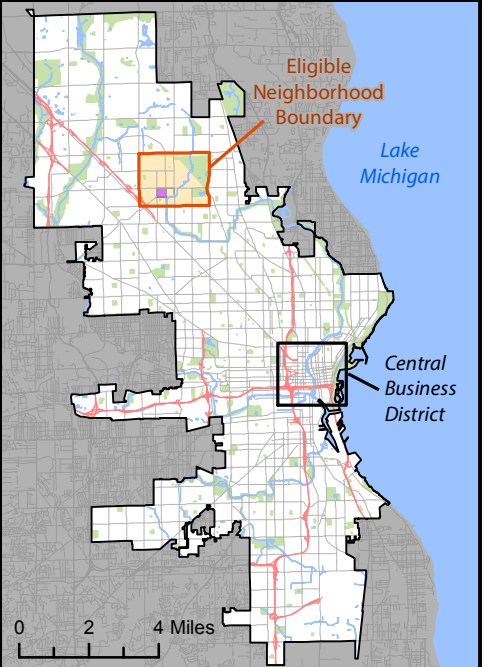
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Att21CityAndNeighborhoodMaps

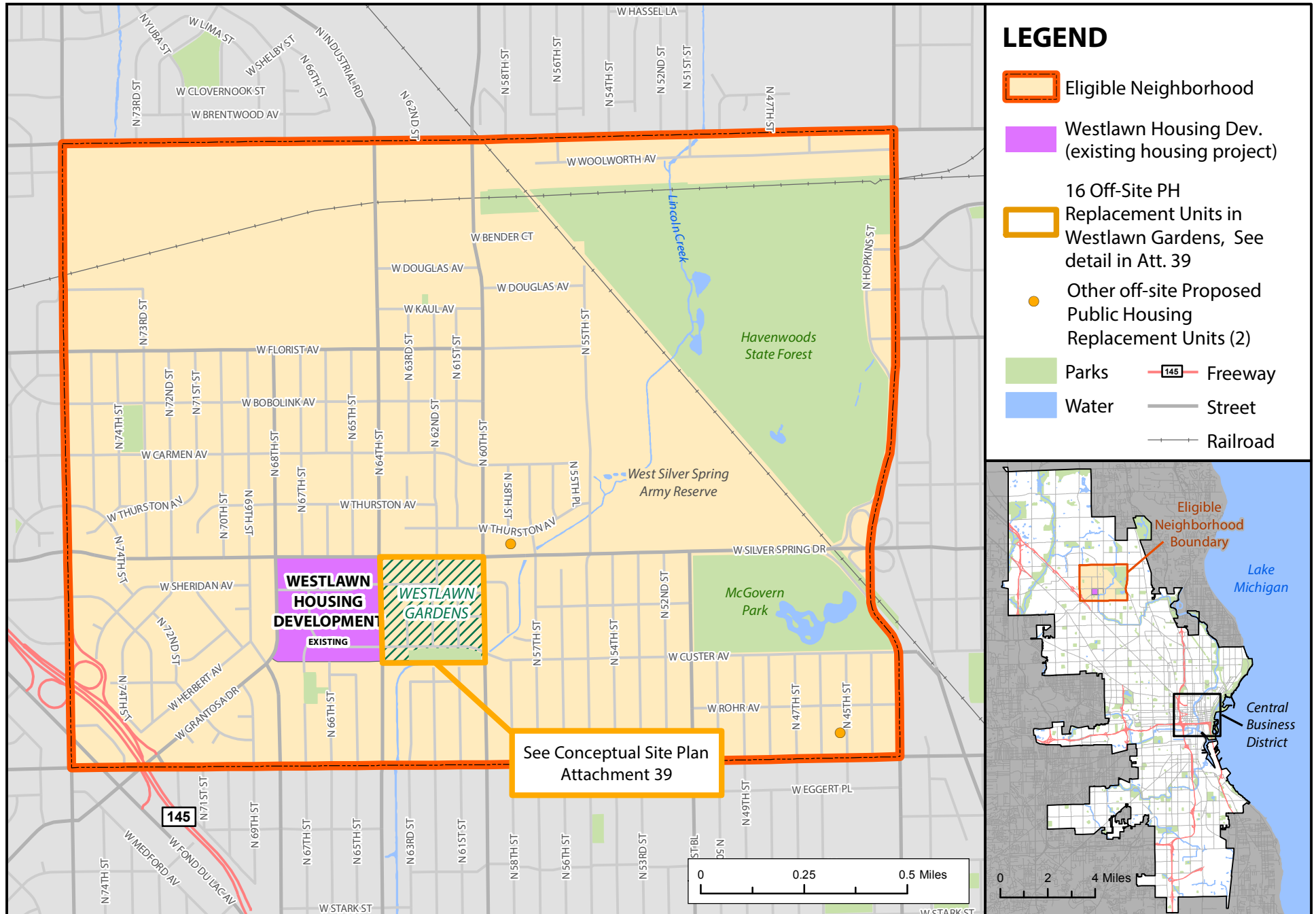


LEGEND

- Eligible Neighborhood
- Westlawn Housing Development
- Westlawn Gardens
- Census Tract Boundary & Number
- Parks
- Water
- Freeway
- Street
- Railroad

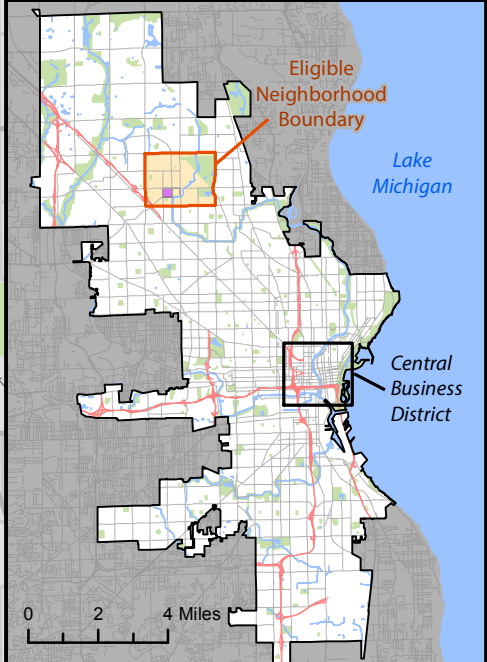


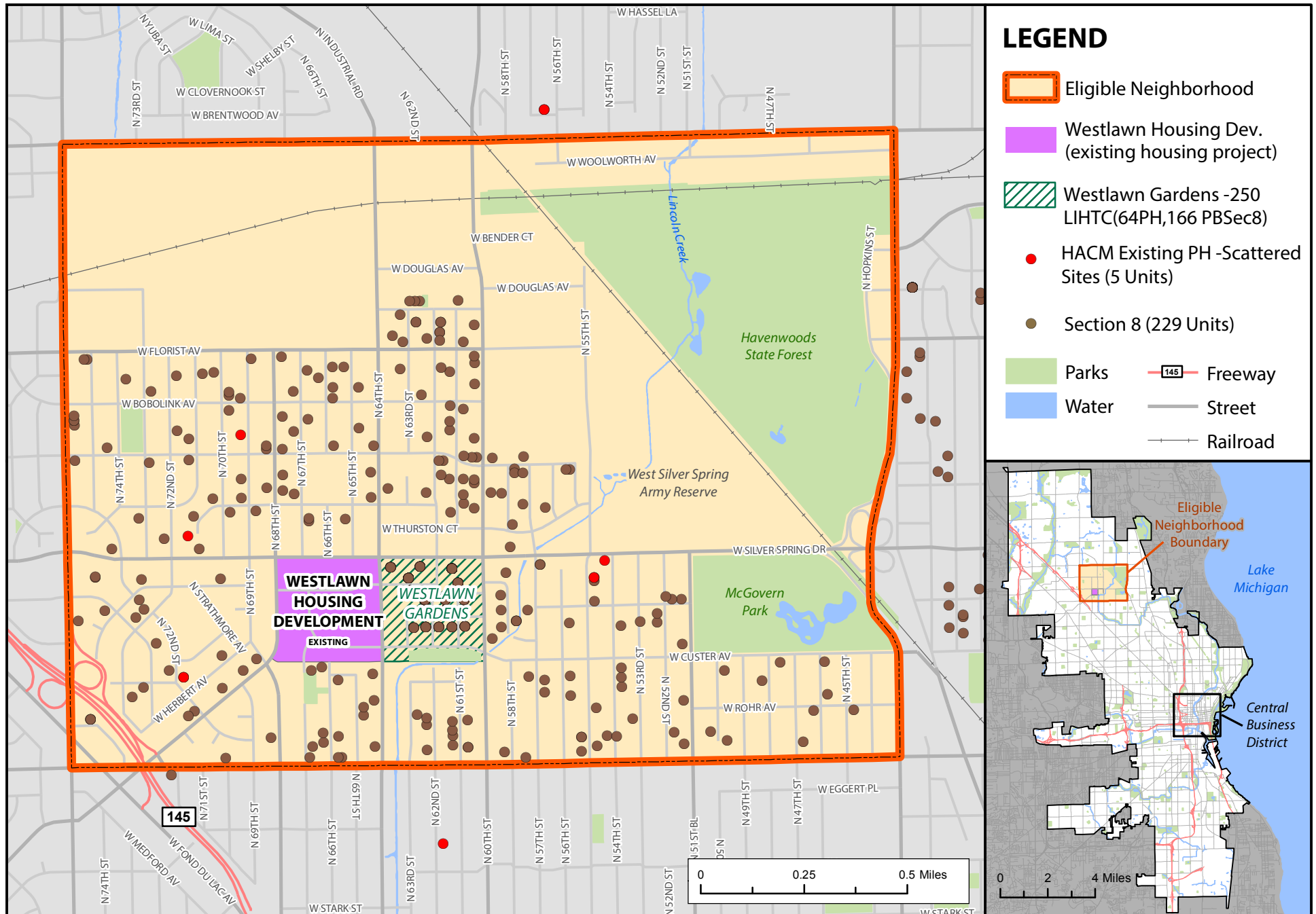
CITY AND NEIGHBORHOOD MAPS | OFF-SITE PROPERTIES



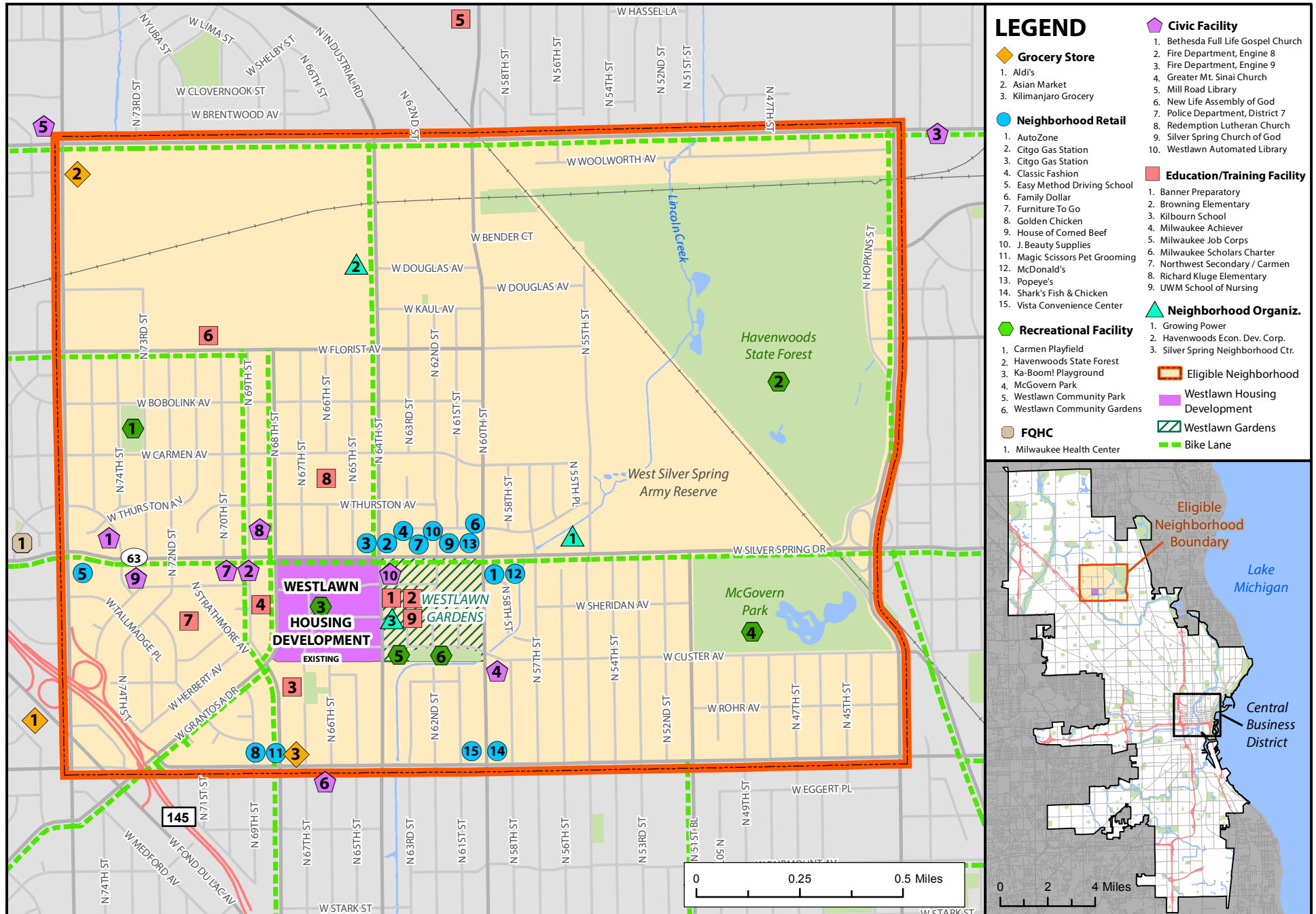
LEGEND

- Eligible Neighborhood
- Westlawn Housing Dev. (existing housing project)
- 16 Off-Site PH Replacement Units in Westlawn Gardens, See detail in Att. 39
- Other off-site Proposed Public Housing Replacement Units (2)
- Parks
- Water
- 145 Freeway
- Street
- Railroad



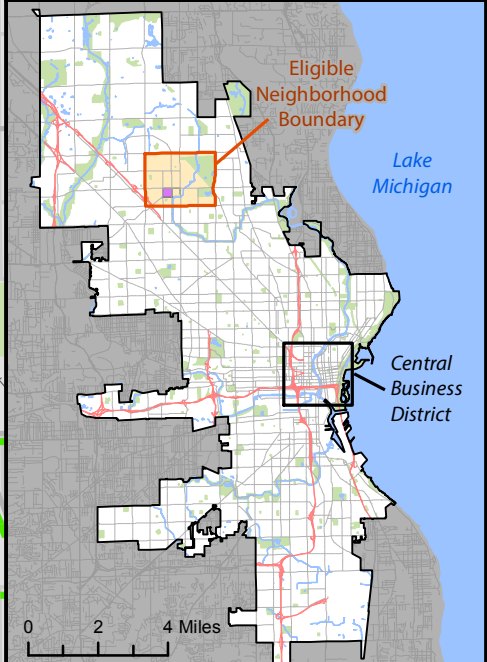
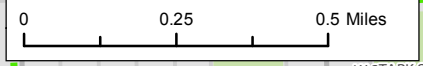


CITY AND NEIGHBORHOOD MAPS | NEIGHBORHOOD ASSETS

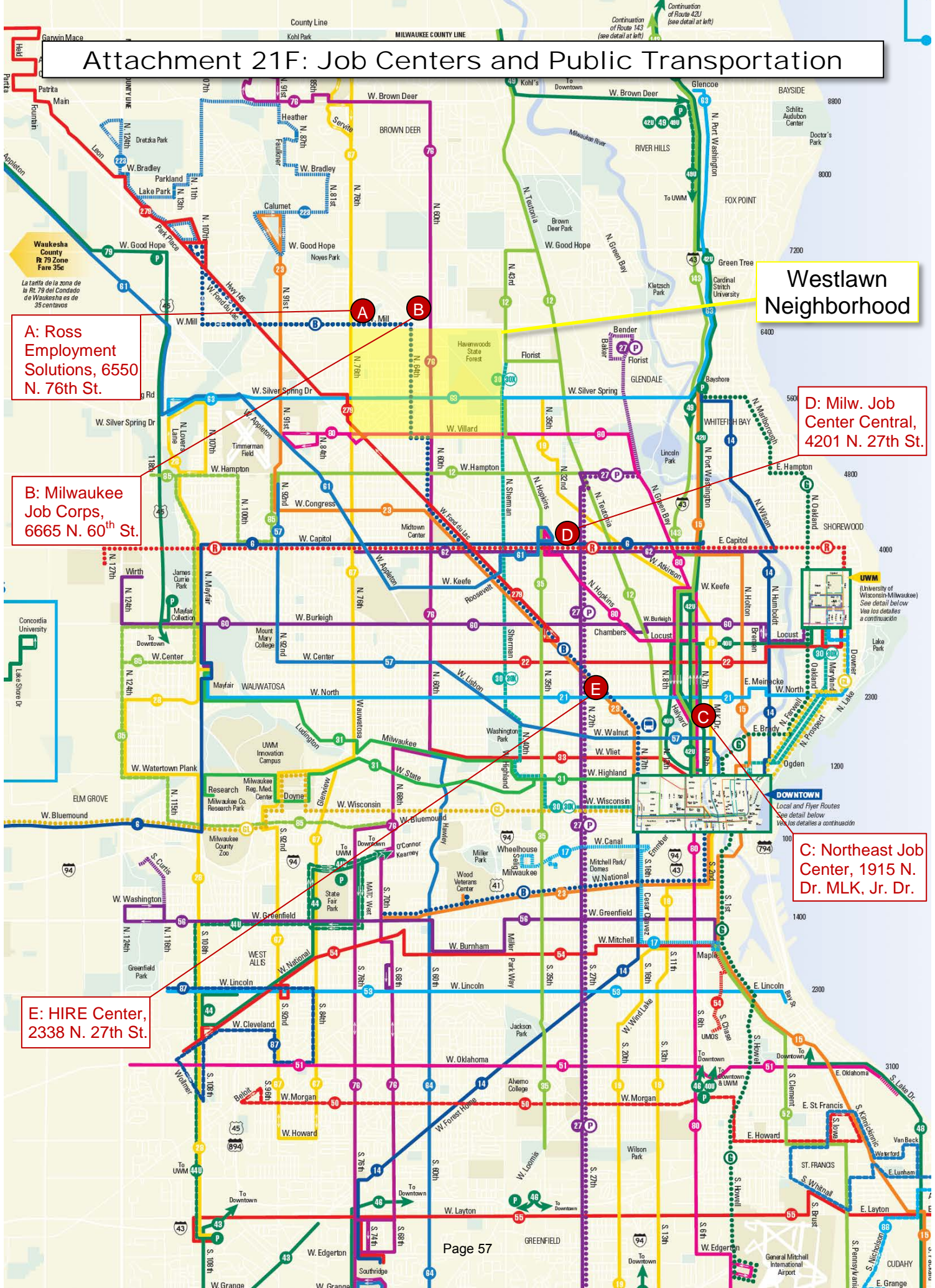


LEGEND

- Grocery Store**
 - 1. Aldi's
 - 2. Asian Market
 - 3. Kilimanjaro Grocery
- Neighborhood Retail**
 - 1. AutoZone
 - 2. Citgo Gas Station
 - 3. Citgo Gas Station
 - 4. Classic Fashion
 - 5. Easy Method Driving School
 - 6. Family Dollar
 - 7. Furniture To Go
 - 8. Golden Chicken
 - 9. House of Comed Beef
 - 10. J. Beauty Supplies
 - 11. Magic Scissors Pet Grooming
 - 12. McDonald's
 - 13. Popeye's
 - 14. Shark's Fish & Chicken
 - 15. Vista Convenience Center
- Education/Training Facility**
 - 1. Banner Preparatory
 - 2. Browning Elementary
 - 3. Kilbourn School
 - 4. Milwaukee Achiever
 - 5. Milwaukee Job Corps
 - 6. Milwaukee Scholars Charter
 - 7. Northwest Secondary / Carmen
 - 8. Richard Kluge Elementary
 - 9. UWM School of Nursing
- Civic Facility**
 - 1. Bethesda Full Life Gospel Church
 - 2. Fire Department, Engine 8
 - 3. Fire Department, Engine 9
 - 4. Greater Mt. Sinai Church
 - 5. Mill Road Library
 - 6. New Life Assembly of God
 - 7. Police Department, District 7
 - 8. Redemption Lutheran Church
 - 9. Silver Spring Church of God
 - 10. Westlawn Automated Library
- Recreational Facility**
 - 1. Carmen Playfield
 - 2. Havenwoods State Forest
 - 3. Ka-Boom! Playground
 - 4. McGovern Park
 - 5. Westlawn Community Park
 - 6. Westlawn Community Gardens
- Neighborhood Organiz.**
 - 1. Growing Power
 - 2. Havenwoods Econ. Dev. Corp.
 - 3. Silver Spring Neighborhood Ctr.
- Other Features**
 - Eligible Neighborhood (Orange dashed line)
 - Westlawn Housing Development (Purple hatched area)
 - Westlawn Gardens (Green hatched area)
 - Bike Lane (Green dashed line)
 - FQHC (Brown circle)
 - 1. Milwaukee Health Center



Attachment 21F: Job Centers and Public Transportation



A: Ross Employment Solutions, 6550 N. 76th St.

B: Milwaukee Job Corps, 6665 N. 60th St.

Westlawn Neighborhood

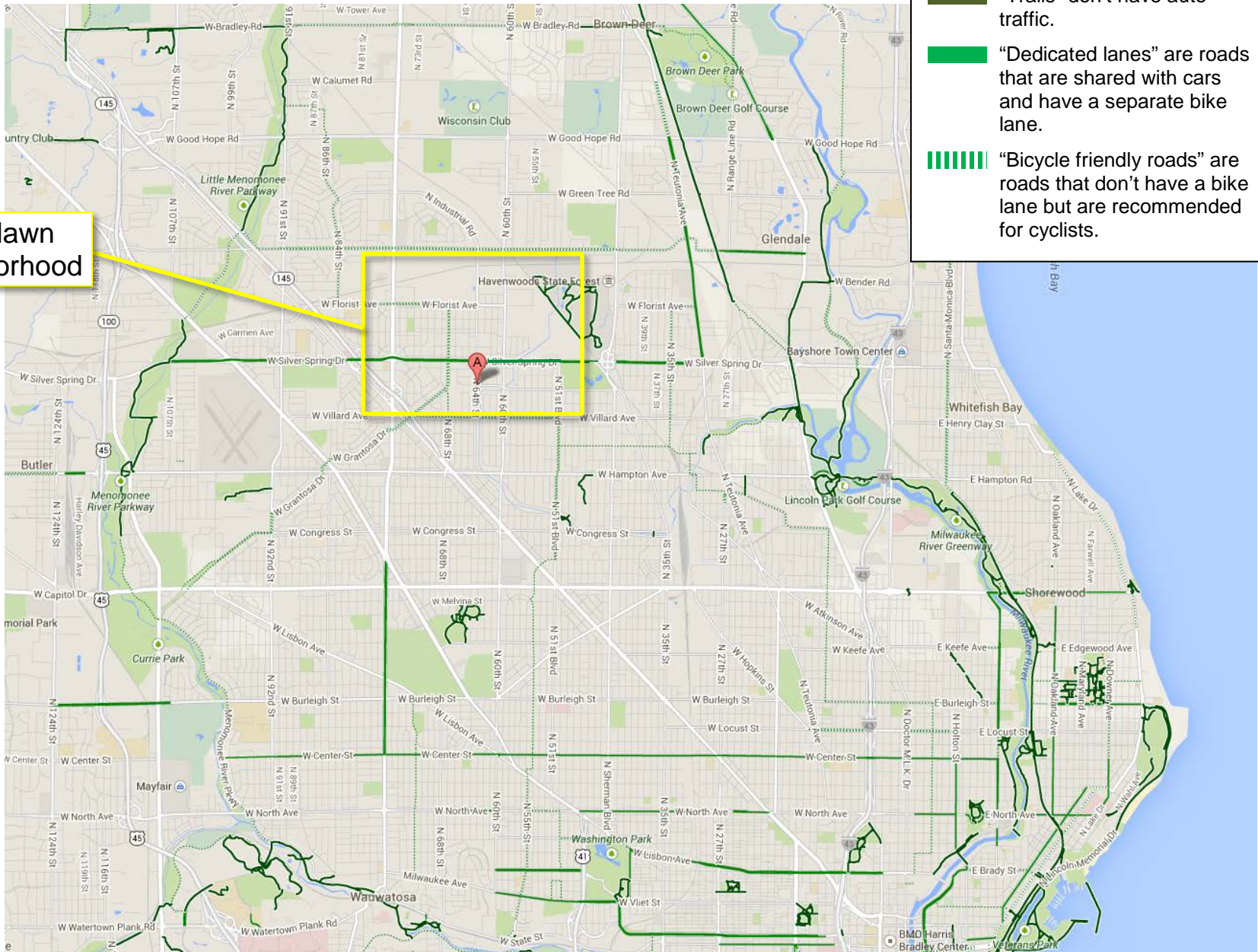
D: Milw. Job Center Central, 4201 N. 27th St.

C: Northeast Job Center, 1915 N. Dr. MLK, Jr. Dr.

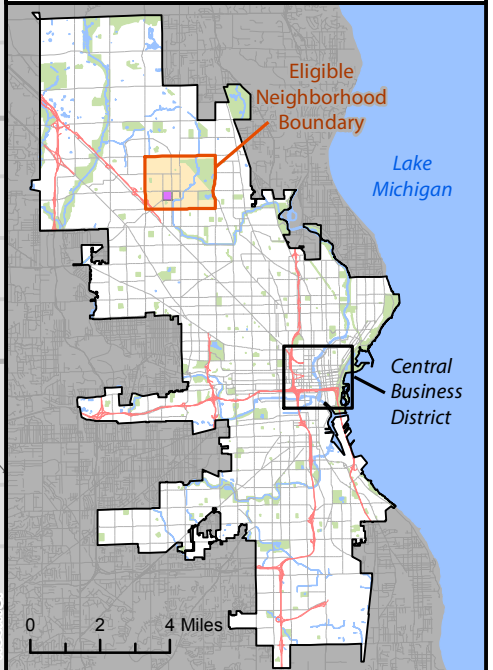
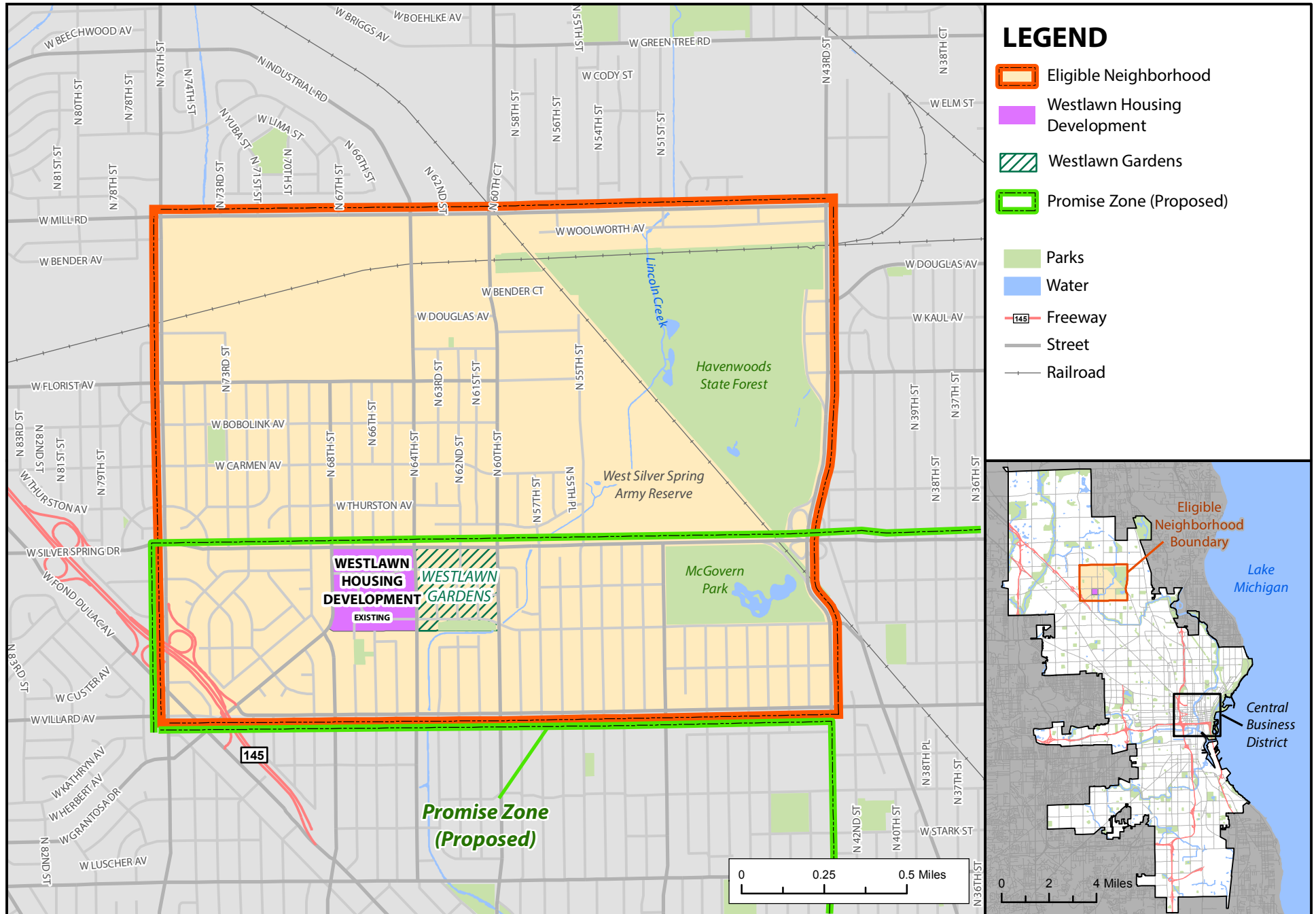
E: HIRE Center, 2338 N. 27th St.

Attachment 21F: Bicycle-Friendly Routes

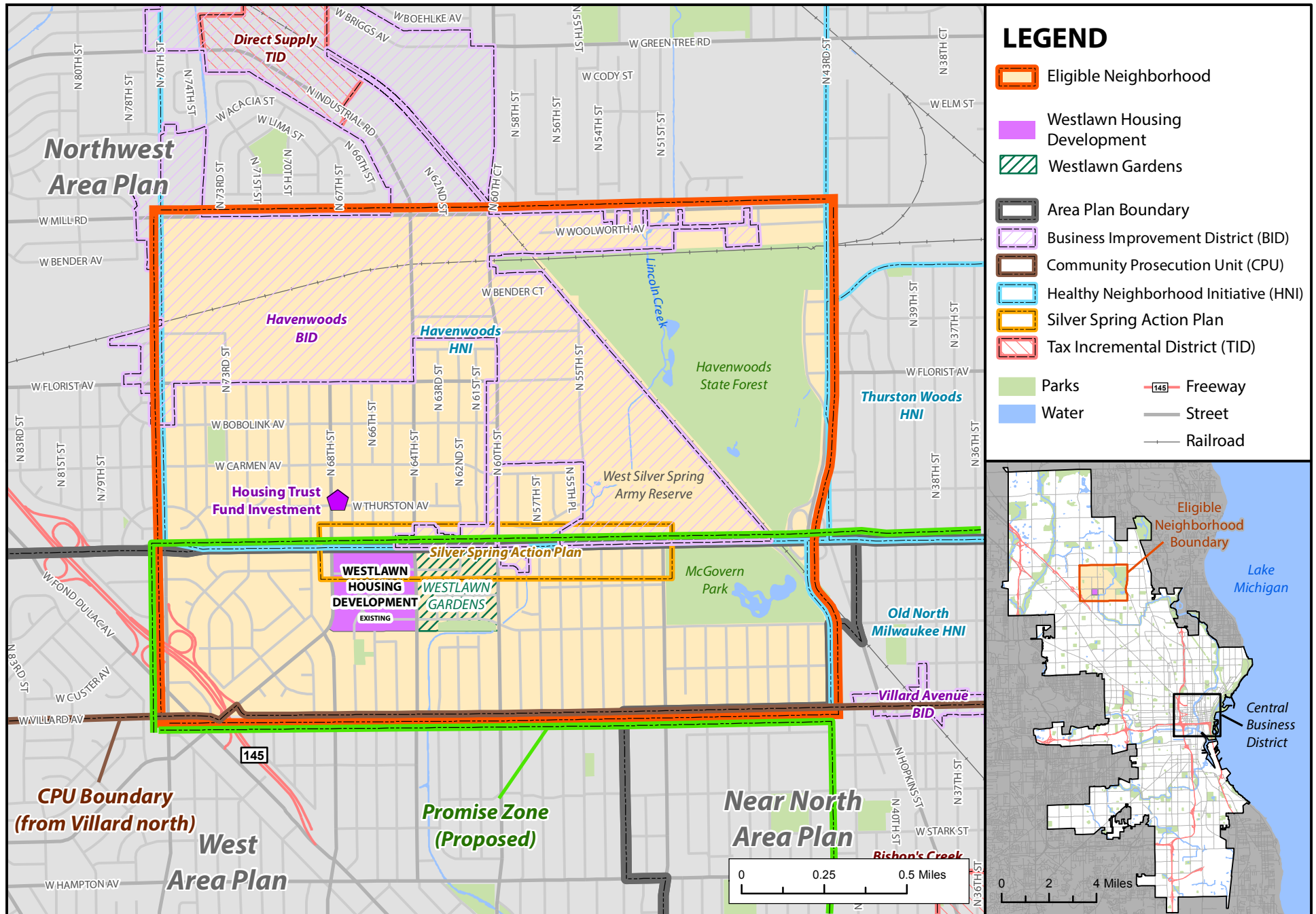
**Westlawn
Neighborhood**



CITY AND NEIGHBORHOOD MAPS | PROPOSED PROMISE ZONE



CITY AND NEIGHBORHOOD MAPS | OTHER REVITALIZATION ACTIVITY



LEGEND

- Eligible Neighborhood
- Westlawn Housing Development
- Westlawn Gardens
- Area Plan Boundary
- Business Improvement District (BID)
- Community Prosecution Unit (CPU)
- Healthy Neighborhood Initiative (HNI)
- Silver Spring Action Plan
- Tax Incremental District (TID)
- Parks
- Water
- Freeway
- Street
- Railroad

Name:

**Narrative Attachment 22:
Photographs**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att22Photographs



Food market across the street from Westlawn; Before 2010, police were trying to shut down for drug and gang activity. (60th St. & Silver Spring Dr.)



Since 2010, the same strip mall received a new facade and most of the businesses were replaced with a new AutoZone. (5865 W. Silver Spring Dr.; 60th St. & Silver Spring Dr.)



Restaurant in poor condition closed for over a year in 2010 (6200 W. Silver Spring Dr.).



The same restaurant renovated and reopened. (6200 W. Silver Spring Dr.)



Shuttered retail and disinvestment on Silver Spring Drive (6234 W. Silver Spring Dr.).



Same location reopened with new signage and facade (6234 W. Silver Spring Dr.).



Boarded up house with 2 broken windows (5640-5642 N. 62nd St.).



Current occupied and repaired home. (5640-5642 N. 62nd St.).



Abandoned housing in poor condition (5641-5643 N. 61st St.).



House currently occupied with repairs complete (5641-5643 N. 61st St.).



Boarded up home in with holes/missing siding (5641-5643 N. 61st St.).



Same home after repair. (5641-5643 N. 61st St.).



Before revitalization, the Eastern half of Westlawn had barracks-style buildings disconnected to the surrounding area.

The development of Westlawn Gardens reconnected the streets to the larger neighborhood, provided a variety of housing styles reflective of the community, as well as pedestrian and bicycle amenities and resident features such as individual porches, pocket parks and community gardens.





Before revitalization, obsolete and deficient features resulted in frequent flooding and no longer provided residents with a positive environment.

Development of Westlawn Gardens allowed HACM to create water runoff features such as bioswales and a retention pond. In addition, residents also have two new playgrounds, innovative “healthy” features that make living with asthma and other disabilities easier, and ground source heat pumps, among other amenities.



Name:

**Narrative Attachment 23:
Location of Housing
Documentation/Map**

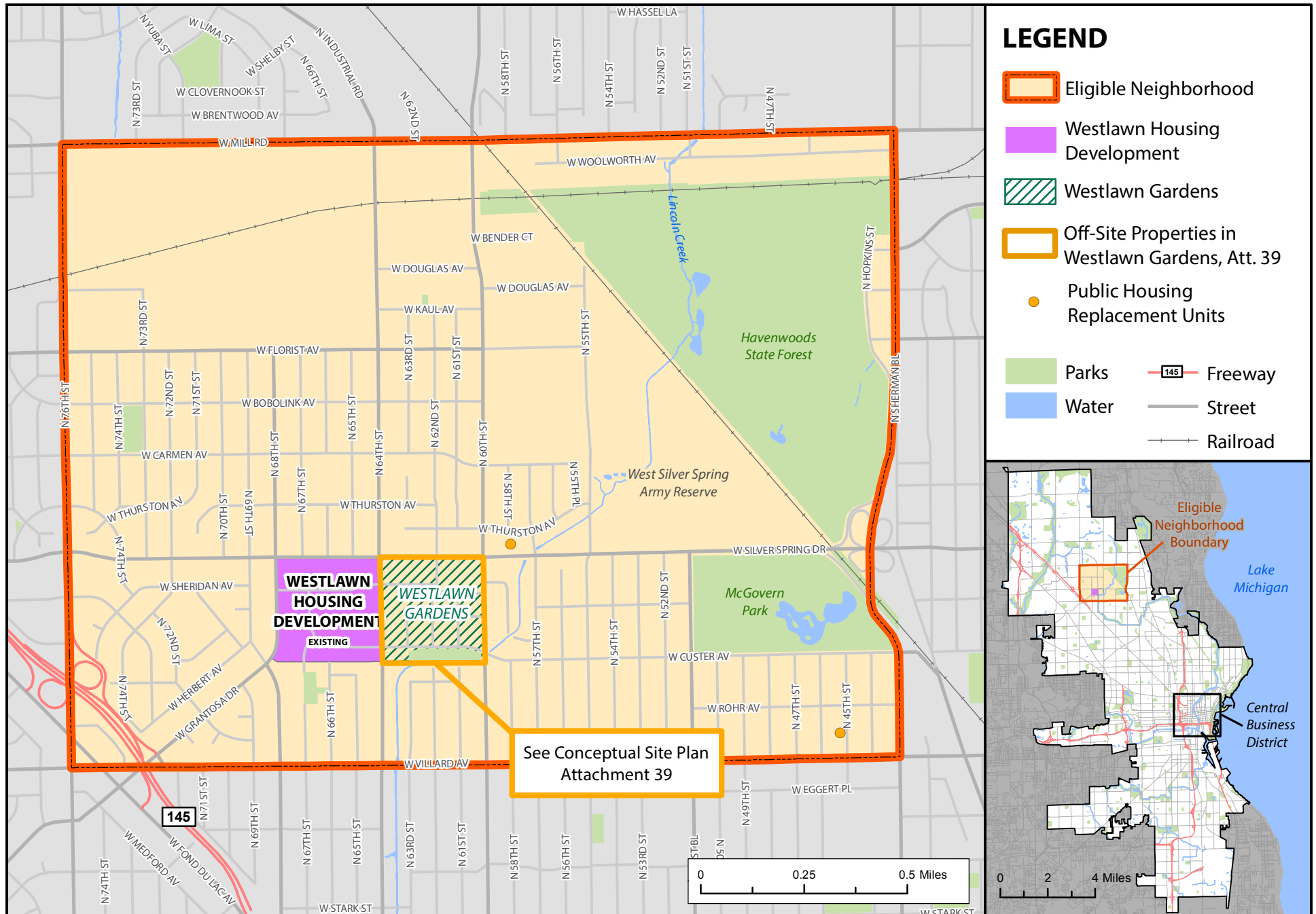
Name of Lead Applicant:

City of Milwaukee





Name of File:

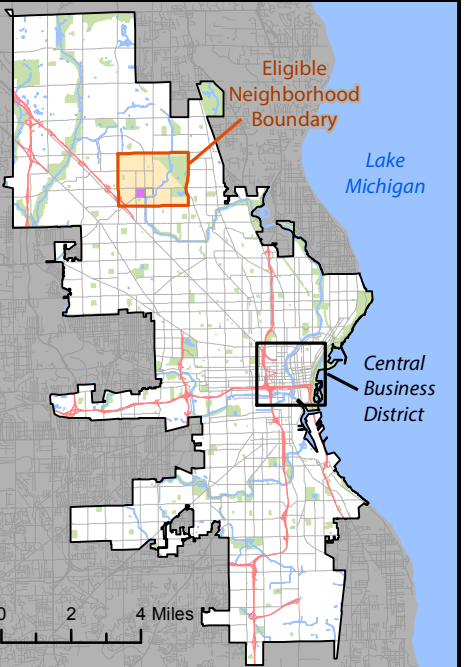
Att23LocationOfHousingDocMap

CITY AND NEIGHBORHOOD MAPS | LOCATION OF HOUSING



LEGEND

-  Eligible Neighborhood
-  Westlawn Housing Development
-  Westlawn Gardens
-  Off-Site Properties in Westlawn Gardens, Att. 39
-  Public Housing Replacement Units
-  Parks
-  Water
-  Freeway
-  Street
-  Railroad



Name:

**Narrative Attachment 24:
Neighborhood Investment Map**

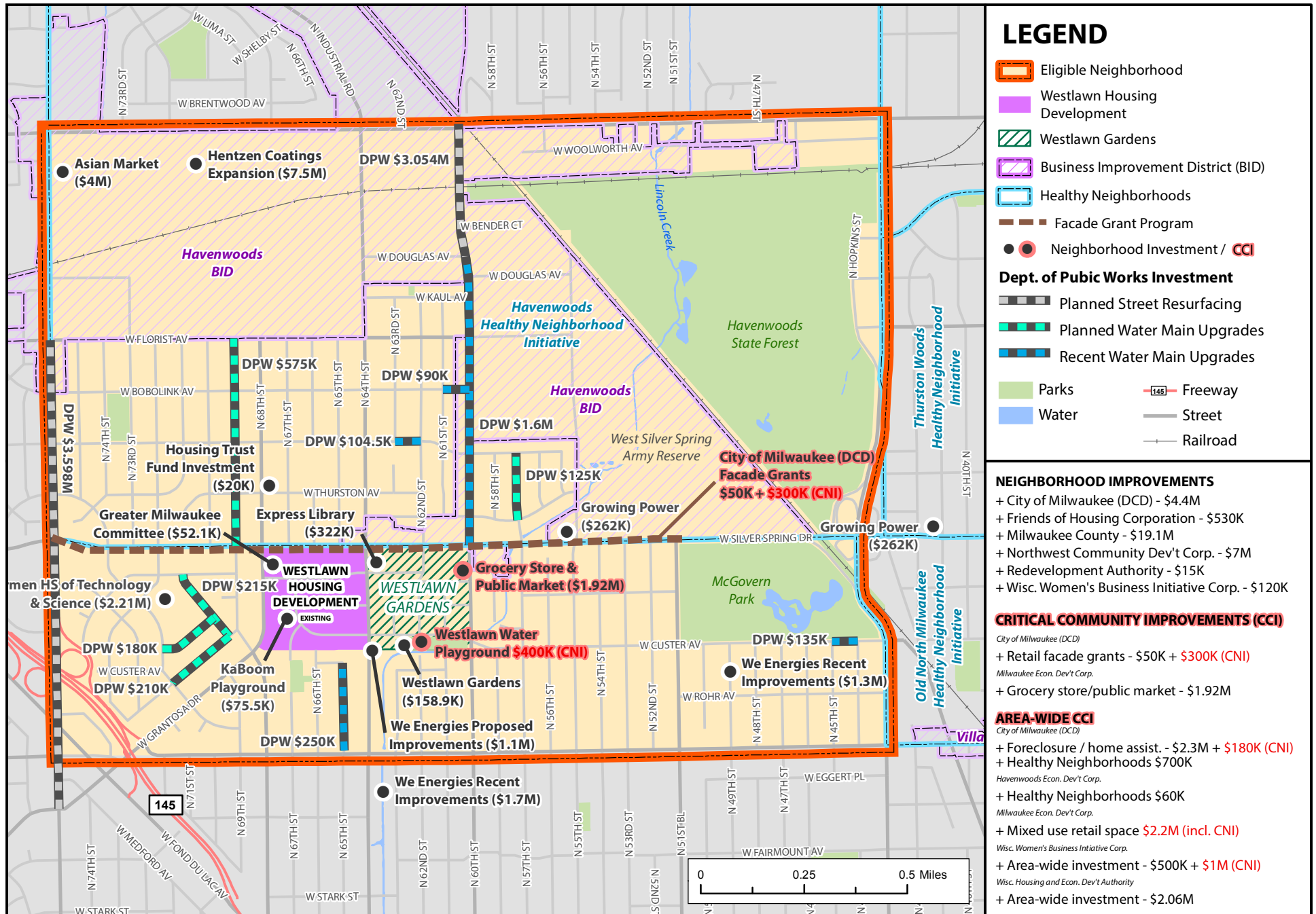
Name of Lead Applicant:

City of Milwaukee

Name of File:

Att24NeighInvestmentMap

CITY AND NEIGHBORHOOD MAPS | NEIGHBORHOOD INVESTMENT



LEGEND

- Eligible Neighborhood
- Westlawn Housing Development
- Westlawn Gardens
- Business Improvement District (BID)
- Healthy Neighborhoods
- Facade Grant Program
- Neighborhood Investment / **CCI**

Dept. of Public Works Investment

- Planned Street Resurfacing
- Planned Water Main Upgrades
- Recent Water Main Upgrades

- Parks
- Water
- Freeway
- Street
- Railroad

NEIGHBORHOOD IMPROVEMENTS

- + City of Milwaukee (DCD) - \$4.4M
- + Friends of Housing Corporation - \$530K
- + Milwaukee County - \$19.1M
- + Northwest Community Dev't Corp. - \$7M
- + Redevelopment Authority - \$15K
- + Wisc. Women's Business Initiative Corp. - \$120K

CRITICAL COMMUNITY IMPROVEMENTS (CCI)

City of Milwaukee (DCD)

- + Retail facade grants - \$50K + \$300K (CNI)
- Milwaukee Econ. Dev't Corp.
- + Grocery store/public market - \$1.92M

AREA-WIDE CCI

City of Milwaukee (DCD)

- + Foreclosure / home assist. - \$2.3M + \$180K (CNI)
- + Healthy Neighborhoods \$700K

Havenwoods Econ. Dev't Corp.

- + Healthy Neighborhoods \$60K

Milwaukee Econ. Dev't Corp.

- + Mixed use retail space \$2.2M (incl. CNI)

Wisc. Women's Business Initiative Corp.

- + Area-wide investment - \$500K + \$1M (CNI)

Wisc. Housing and Econ. Dev't Authority

- + Area-wide investment - \$2.06M

Name:

**Narrative Attachment 25:
Site Control for Target and
Replacement Housing Sites to be
Developed by the Housing
Implementation Entity**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att25SiteControl



HOUSING AUTHORITY OF THE
CITY OF MILWAUKEE

Tom Barrett
Mayor

Antonio M. Perez
Secretary-Executive Director

Board of Commissioners

February 9, 2015

Secretary Julián Castro
U.S. Department of Housing and Urban Development
451 Seventh Street, NW
Washington, DC 20410

Dear Secretary Castro:

I hereby certify that the Housing Authority of the City of Milwaukee, Co-Applicant and Housing Implementation Entity, owns the target public housing property (Westlawn Housing Development), including land and buildings, and all of the vacant land included in the Transformation Plan for public housing replacement through a warranty deed dated August 1950. The Housing Authority of the City of Milwaukee will maintain site control through the later of the grant term or until all housing is replaced for the Westlawn Housing Development, unless otherwise approved by the U.S. Department of Housing and Urban Development.

Sincerely,

Tony Pérez, Secretary-Executive Director
Housing Authority of the City of Milwaukee

Housing Management
809 N. Broadway, 3rd Floor
Milwaukee, WI 53202
(414) 286-5824 Voice
(414) 286-0833 Fax

Community Services
650 W. Reservoir Ave.
Milwaukee, WI 53212
(414) 286-5100 Voice
(414) 286-3169 Fax
(414) 286-3504 TDD

Housing Operations
5125 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-2192 Voice
(414) 286-8742 Fax

Maintenance Operations
2411 N. 51st St.
Milwaukee, WI 53210
(414) 286-2931 Voice
(414) 286-0208 Fax

Modernization & Development
5125 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-2951 Voice
(414) 286-8742 Fax

Rent Assistance
5011 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-5650 Voice
(414) 286-5094 Fax
(414) 286-5645 TDD



809 N. Broadway, 3rd Floor, Milwaukee, WI 53202
Mailing Address: P.O. Box 924, Milwaukee, WI 53201-0324



Tom Barrett
Mayor, City of Milwaukee

February 3, 2015

Secretary Julián Castro
U.S. Department of Housing and Urban Development
451 Seventh Street, NW
Washington, DC 20410

Dear Secretary Castro:

I hereby certify that the City of Milwaukee, lead applicant, owns the land and buildings at 5735 W. Thurston St. and 5247 N. 45 St. in Milwaukee, Wisconsin that are part of the Westlawn Transformation Plan for public housing replacement. The City acquired these properties through a judgment of foreclosure issued by Milwaukee County Circuit Court, in accordance with Wisconsin State Statute 75.521. The foreclosure judgment has the effect of a conveyance to the City of Milwaukee that quiets title in the City's name.

The City of Milwaukee will maintain site control of these properties through the later of the grant term or until all housing is replaced for the Westlawn Housing Development, target site, unless otherwise approved by HUD.

Sincerely,

Tom Barrett
Mayor

Name:

**Narrative Attachment 26:
Capacity – Lead Applicant
Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att26CapLeadApplicantDoc

N/A

Name:

**Narrative Attachment 27:
Capacity – Neighborhood
Implementation Entity
Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att27CapNeighImplementEntityDoc

Attachment 27

Recent Developments in the Menomonee Valley



1 Badger Railing



2 Taylor Dynamometer



3 Rishi Tea



4 Hank Aaron State Trail



5 Potawatomi Casino/Hotel



6 Palermo's Pizza



18 Charter Wire



17 Derse



16 Ingeteam



15 Stormwater Park



For additional project information visit Milwaukee.gov/MenomoneeValley



7 Harley-Davidson Museum



8 Proven Direct/Prolitec



9 Caleffi Hydronic



14 Urban Ecology Center



13 Ahern



12 City Lights



11 Three Bridges Park



10 The Sigma Group

Attachment 27. Menomonee Valley

Additional Partners	Role
Milwaukee Economic Development Corporation (MEDC)	Low interest financing in the Industrial Center. \$30 million investment (namely new market tax credits)
Menomonee Valley Partners (MVP)	Non-profit organization whose mission is to revitalize the Menomonee Valley
State of Wisconsin	
Department of Natural Resources (DNR)	Regulates environmental and remediation issues, provided grants for the construction of the Hank Aaron State trail
Department of Transportation (DOT)	Infrastructure improvements, managed contracts and build out of recently completed Three Bridges Park
Department of Administration (DOA)	Administers state grants for financing vehicle, bike and pedestrian infrastructure improvements
Department of Commerce (DOC), Wisconsin Economic Development Corporation (WEDC)	Funds environmental cleanup and assists with funds for industrial business build out
Milwaukee County	Milwaukee County Domes cultural asset, new bridge connection to the Valley and neighborhoods
CP Railroad	Provides access to businesses through easements, receptive to encroachments across railroad tracks
Milwaukee Metropolitan Sewerage District (MMSD)	Flood mitigation and storm water management efforts and funding, own Burnham Canal which will be filled for creation of wetland and other environmental stewardship efforts
Urban ecology center	Recently opened an adaptively re-used building, connected to Valley through bridge passage. Provides outdoor, environmental education to community
Neighborhood Associations (Layton Blvd West Neighborhood, Merrill Park, Aves West)	Valley redevelopment has improved and provided connections to these adjacent neighborhoods, provides workforce housing
Journey House	Works with the near south side community to increase education, reduce unemployment and crime, strengthen families. Developed Packers youth football field
Foundations (Greater Milwaukee Foundation, BRICO)	Provides grant funds for park and recreational facilities

Attachment 27






Multi-Family Developments

1. Beerline B Apts. - 140 units (\$25.5 mil.)
2. Trostel Square - 126 units (\$18 mil.)
3. The Crescent - 16 units (\$5.2 mil.)
4. Commerce Bluff - 24 units (\$6.5 mil.)
5. Brewers Point - 106 units (\$N/A)
6. The Edge I - 73 units (\$N/A)
7. Riverhomes West - 20 units (\$N/A)
8. Riverhomes - 22 units (\$13 mil.)
9. Park Terrace Bluff Homes - 16 units (\$N/A)
10. Park Terrace Row Houses - 21 units (\$N/A)
11. Union Point - 72 units (\$8.5 mil.)

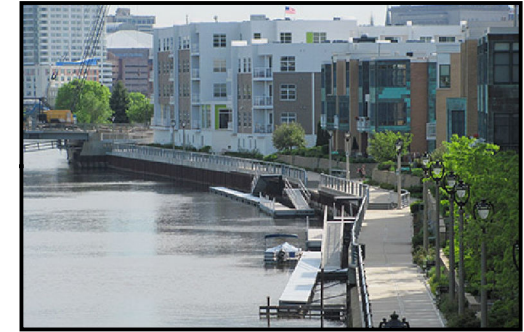
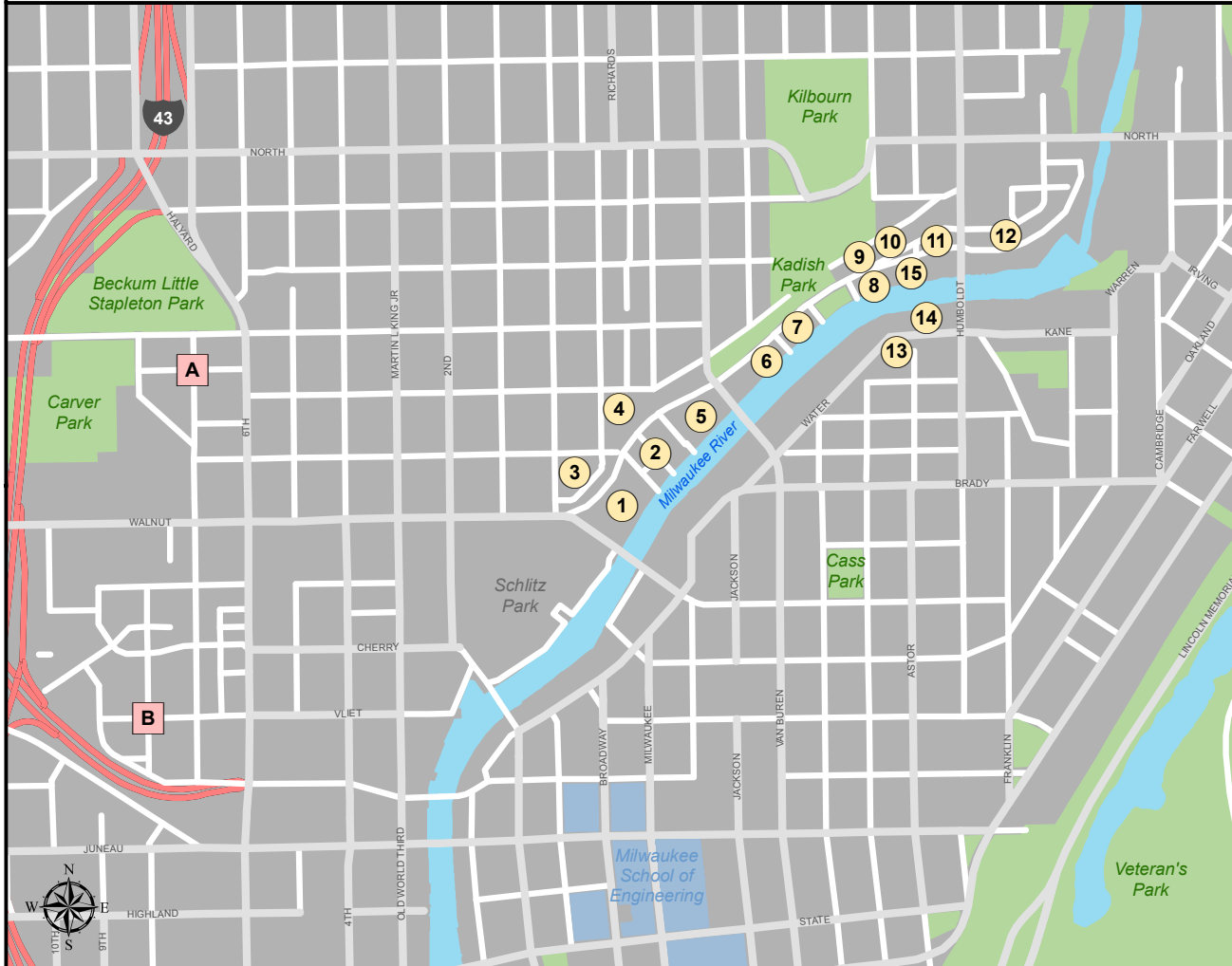
12. River Crest - 40 units (\$10 mil.)
13. Highbridge - 27 units
14. Riverbridge - 117 units
15. Beerline Rivercourt - 24 units (\$7.2 mil.)

Hope VI Developments

- A. Townhomes at Carver Park
- B. Hillside Terrace

-  College / University
-  Parks
-  Water
-  Major Streets
-  Freeways

Prepared by the Department of City Development, 14 August 2013
 Source: City of Milwaukee Information and Technology Management Division



Beerline B

Name:

**Narrative Attachment 28:
Capacity – Housing
Implementation Entity
Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att28CapHsgImplementEntityDoc



January 21, 2015

Antonio Perez
c/o Housing Authority of the City of Milwaukee
809 N. Broadway
Milwaukee, WI 53201

Dear Antonio:

You have advised us that the Housing Authority of the City of Milwaukee (HACM) will be submitting an application for a Choice Neighborhoods Implementation (CNI) Grant. As part of the application process management of the HACM has identified several properties that will be specifically referenced in the CNI application. In connection with the preparation of the CNI application, you have requested that we provide a letter certifying the operating statements of Carver Park Tax Credit Limited Partnership, Lapham Park LLC, and Westlawn Renaissance LLC. Accompanying this letter are the Balance Sheets and Income Statements excerpted from the audited financial statements of these properties. Accordingly, this letter addresses that request.

Carver Park Tax Credit Limited Partnership (Carver Park)

We audited the financial statements of Carver Park Tax Credit Limited Partnership as of and for the year ended December 31, 2013, and issued our report thereon dated January 27, 2014. Our report expressed an unmodified opinion on those financial statements.

Carver Park was incorporated in 1990. The company operated two low income projects (hereafter referenced as Phase I and Phase II). Phase I consists of 19 buildings totaling 64 units and Phase II consists of 16 buildings totaling 58 units. The properties were placed in service by building between February 15, 2001 and December 31, 2001. This project was funded by HOPE VI and 9% Low Income Housing Tax Credit (LIHTC).

Lapham Park LLC

We audited the financial statements of Lapham Park LLC as of and for the year ended December 31, 2013, and issued our report thereon dated April 11, 2014. Our report expressed an unmodified opinion on those financial statements.

The company's apartment buildings were acquired and rehabilitated and placed in service on various dates ranging from November 2011 to November 2012. The rehabilitation costs were funded by the Capital Fund Program (CFP) and ARRA grants, 4% LIHTC and tax-exempt bond.

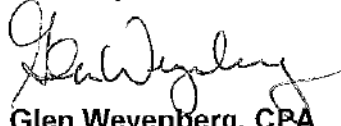
Antonio Perez
c/o Housing Authority of the City of Milwaukee
Page 2
January 21, 2015

Westlawn Renaissance LLC

We audited the financial statements of Westlawn Renaissance LLC as of and for the year ended December 31, 2013, and issued our report thereon dated April 11, 2014. Our report expressed an unmodified opinion on those financial statements.

The project consists of 55 buildings (2 mid rises and 53 townhouses and single family building) totaling 250 units. The company's apartment buildings were constructed and placed in service on various dates between February and October 2012. The project was funded by 9% LIHTC and CFP grant.

Sincerely,



Glen Weyenberg, CPA

Principal

SVA Certified Public Accountants, S.C.

P: 608.826.2005

weyenbergg@sva.com

Balance Sheets - as of December 31, 2013

	<u>Carver Park Tax Credit LP</u>	<u>Lapham Park LLC</u>	<u>Westlawn Renaissance LLC</u>
ASSETS			
Cash and cash equivalents	18	349,699	712,078
Restricted cash	721,815	811,848	886,261
Accounts receivable	6,989	23,425	44,073
Prepaid expenses	21,637	58,820	54,896
Rental property, net	10,227,040	30,866,166	71,834,340
Tax credit fees, net	0	62,689	647,275
Financing fees, net	2,589	62,735	15,558
	<u>10,980,088</u>	<u>32,235,382</u>	<u>74,194,481</u>
TOTAL ASSETS			
LIABILITIES AND PARTNER/MEMBERS' EQUITY			
LIABILITIES			
Mortgage notes payable	8,142,205	27,928,957	53,717,041
Accounts payable	60,212	828,308	725,569
Construction payables	0	72,601	541,785
Development fee payable	0	3,009,701	8,345,451
Accrued interest	3,848,102	250,437	1,000,134
Accrued real estate taxes	0	0	139,836
Accrued expenses	58,306	70,752	150,000
Prepaid rents	1,735	12,416	5,884
Tenants' security deposits payable	62,824	79,204	164,657
	<u>12,173,384</u>	<u>32,252,376</u>	<u>64,790,357</u>
Total liabilities			
PARTNERS/MEMBERS' EQUITY	<u>(1,193,296)</u>	<u>(16,994)</u>	<u>9,404,124</u>
TOTAL LIABILITIES AND PARTNERS/MEMBERS' EQUITY	<u>10,980,088</u>	<u>32,235,382</u>	<u>74,194,481</u>

Income Statements	Carver Park Tax Credit LP	Lapham Park LLC	Westlawn Renaissance LLC
	Year ended December 31, 2013	Year ended December 31, 2013	Year ended December 31, 2013
Revenue:			
Rental income	740,218	959,519	1,946,738
Operating subsidies	141,299	283,052	198,016
Vacancies and concessions	(46,968)	(52,197)	(159,506)
Other revenue	13,223	29,084	41,731
Total revenue	847,772	1,219,458	2,026,979
Rental expenses:			
Administrative	175,043	219,145	413,822
Utilities	117,584	218,980	258,682
Operating and maintenance	338,906	391,307	566,748
Taxes and insurance	87,615	152,169	259,121
Total rental expenses	719,148	981,601	1,498,373
Net rental income	128,624	237,857	528,606
Financial income (expense):			
Interest income	2,167	1,060	1,100
Interest expense	(456,765)	(727,079)	(1,516,815)
Total financial income (expense)	(454,598)	(726,019)	(1,515,715)
Loss before other expenses	(325,974)	(488,162)	(987,109)
Other expenses:			
Depreciation	633,468	820,274	2,002,419
Amortization	0	4,659	49,759
Asset management fees	6,510	10,452	12,500
Authority oversight fee	0	30,150	100,000
Company management fee	0	30,150	37,500
Total other expenses	639,978	895,685	2,202,178
Net loss	(965,952)	(1,383,847)	(3,189,287)

Capacity of Housing Implementation Entity - HACM's Last Eight Completed Projects

Development

1. Financing Sources

	AHP	HUD Public Housing	HUD HOPE VI	Project-Based Vouchers	Section 42 / Tax Credits	Tax-Exempt Bonds	2. Unit Count	3. Construction Start	4. Completion Date	5. Income Levels Served	6. Target Population	7. Current Occupancy Rates
Westlawn Gardens		X		X	X		250	9/10/2010	12/31/2012	<60% AMI	F & E	100%
Lapham Park Highrise	X	X		X	X	X	201	6/28/2010	12/31/2012	<60% AMI	E	95%
Olga Village		X		X	X		37	9/14/2009	11/1/2010	<60% AMI	E	100%
2008 Scattered Sites Hope VI		X	X	X	X		43	5/1/2011	7/1/2013	<80% AMI	F	100%
Convent Hill	X	X			X		80	7/18/2006	10/31/2007	<80% AMI	E & D	100%
Highland Park	X	X	X	X	X		170	6/1/2003	9/1/2007	<80% AMI	F, E & D	94%
Cherry Court	X	X	X	X	X		120	6/22/2005	8/21/2006	<80% AMI	E & D	94%
Townhomes at Carver Park	X	X	X		X		122	7/31/2000	1/25/2002	102: <60% AMI 20 Mkt Rate: All	F, mixed	97%

Property Management Company for All Properties is Friends of Housing Corporation. / 6. F = Family, E = Elderly, D = Disabled

Name:

**Narrative Attachment 29:
Capacity – People Implementation
Entity Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att29CapPeopleImplEntityDoc

N/A

Name:

**Narrative Attachment 30:
Capacity – Principal Education
Partner Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att30CapPrincipalEducPartnerDoc

N/A

Name:

**Narrative Attachment 31:
Capacity – Overall Community
Involvement Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att31CapOverallCommInvolvDoc

N/A

Name:

**Narrative Attachment 32:
Capacity – References**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att32CapacityReferences

ATTACHMENT 32: CAPACITY - REFERENCES

Lead Applicant

Washington Park: Larry Witzling, Ph.D., A.I.A., A.S.L.A., Principal, GRAEF, Professor Emeritus, UWM School of Architecture and Urban Planning, 2131 E. Hartford Avenue, Milwaukee, WI 53211, 414-266-9220, larry.witzling@graef-usa.com

Walker's Point/5th Ward: Julia Taylor, President, Greater Milwaukee Committee, 247 Freshwater Way, Suite 400, Milwaukee, WI 53204, 414-272-0588, jtaylor@gmconline.org

Neighborhood Implementation Entity

Berline B Redevelopment Plan: Peter Park, Peter J. Park, LLC, City Planning and Design, 4111 East 18th Avenue, Denver, CO 80220, 303-378-4810, peter@peterpark-planning.com

Menomonee Valley: David Misky, Assistant Secretary, Redevelopment Authority of the City of Milwaukee, 809 N. Broadway, Milwaukee, WI 53202, 414-286-8682, dmisky@milwaukee.gov

Housing Implementation Entity

Townhomes at Carver Park/Lapham Park: John O. Norquist, Adjunct Professor, DePaul U. Real Estate Program in the Business School John DeGroves Eminent Scholar Florida Atlantic University, 777 Glades Road, Boca Raton, Florida 33431, at 312-451-3204, johnolofnorquist@gmail.com

Westlawn Gardens: Todd Krumwiede, Vice President – Originations, PNC Real Estate - Tax Credit Capital, 1 N. Franklin St., Ste 2500, Chicago, Illinois 60606, (312) 338-8296, todd.krumwiede@pnc.com

People Implementation Entity

Highland Park: N. Lynn Craghead, Senior Vice President, U.S. Bancorp Community Development Corporation, 120 W. 12th Street, Suite 510, Kansas City, MO 64105-1919, (816) 871-2120, lynn.craghead@usbank.com

Name:

**Narrative Attachment 33:
Need – Rehabilitation Cost
Estimate from PNA**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att33NeedRehabCostEstFromPNA



February 6, 2015

The Honorable Tom Barrett
Mayor, City of Milwaukee
City Hall Room 201
200 East Wells Street
Milwaukee, Wisconsin 53202

RE: Westlawn - Attachment 33
EMG #106751.13R-01A.170

Dear Mayor Barrett:

Please find below a calculation of Current Rehabilitation Costs as percent of TDC based on our opinions of probable rehabilitation cost excerpted from the PNA we conducted for MHA’s Westlawn site in 2015. Please keep in mind the purpose of a PNA is to determine the costs necessary to keep a property in the condition at the time of the inspection. Additional costs may be necessary to improve the marketability/viability of the subject property. Consistent with our findings described within the report, the property has a number of physical needs that could be costly to fix, some of which may require further study to more accurately define the cost to correct including but not limited to the correction of moisture problems in the basements and potable water and sanitary line replacement. For the purposes of this study and considering the time tables required for Planning and Design, the Immediate Needs should be those needs outlined through 2019. The 2015 costs are limited to Code Violations and Life Safety related improvements.

Location	2015	2016	2017	2018	2019	Total Escalated Estimate
Westlawn	\$25,366	\$38,923,802	\$0	\$232,886	\$584,037	\$39,766,091

As described in the PNA table “Replacement Reserves Report”, the total estimated rehabilitation costs through 2019 are \$39,766,091. This amount, divided by 394 existing units yields an estimated rehabilitation cost per unit of \$100,929. Dividing the estimated rehabilitation cost per unit developed in the PNA, by the HUD – provided TDC for two bedroom units of \$221,034 results in an estimated rehabilitation needs as percent of TDC of 45.66 percent.

If you have questions regarding any elements of our response, please feel free to contact me.

Sincerely,

Edward Beeghly
Program Manager
EMG
ebeeghly@emgcorp.com



WESTLAWN APARTMENTS
IMMEDIATE NEEDS - TOTAL ESTIMATED REHABILITATION COSTS

Date:

Onsite: January 26th, 2015
Report: February 9th, 2015

Prepared by EMG:

Ken Kulbeda
Edward Beeghly
Bill Champion, PE

Location	2015	2016	2017	2018	2019	Total Escalated Estimate
Westlawn Apts.	\$25,366	\$38,923,802	\$0	\$232,886	\$584,037	\$39,766,091

Name:

**Narrative Attachment 34:
Need – Structural Deficiencies
Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att34NeedStructuralDeficiencDoc



TORTI GALLAS AND PARTNERS

Architects of Sustainable Community

6 February 2015

The Honorable Tom Barrett
Mayor, City of Milwaukee
City Hall Room 201
Milwaukee, WI 53202

Principals

John Francis Torti, FAIA

Thomas M. Gallas, CPA

Robert S. Wallach, AIA

Cheryl A. O'Neill

Charles G. Coleman, III, RA

Daniel Ashtary, AIA

Bruce D. Kennett, AIA

Sherief Elfar, AIA

Robert S. Goodill, AICP

Neal I. Payton, FAIA

Lawrence V. Antoine, AIA, AICP

Thomas E. Danco, AIA

Erik J. Aulestia, AICP

Troy McGhee, AICP

Brian E. O'Looney, AIA

Sarah Alexander, AIA

Andrew P. Czajkowski, AIA

Scott Welch, RA

Emeritus

Tunca Iskir

Sylvia S. Munero

Re: CNI Attachment 34: Need – Structural Deficiencies Documentation

Dear Mayor Barrett,

The Westlawn Housing Development (the Existing Housing Project) has significant deficiencies in structural elements, building systems and on-site infrastructure. I have observed these deficiencies through ongoing visits dating back to 2009, and they have been documented in Physical Needs Assessments (PNA) in 2013, and most recently in the February 4, 2015 PNA by EMG, wherein the assessment's summary describes the project as in "severe distress". The deficiencies include:

Deficiencies in Structural Elements: The Westlawn Housing Project is built of wood framed structural walls with brick veneer exterior cladding, concrete foundations and basement walls, and wood framed roofs. Over the 63 year lifespan of these buildings, poor grading and drainage has contributed to water infiltration, particularly at the basement structural walls, with rain often penetrating through exposed sill plates at the first floor wood framed walls, inundating the brick cladding and foundation wall surfaces with water. Frequent rain events have deteriorated these walls and cladding. The brick cladding was installed with an inadequate, and in some cases non-existent drainage plane, further exacerbating the problems created by trapped moisture. Retrofitting waterproofing in these kinds of conditions necessitates the removal of the brick cladding at a cost prohibitive premium, and in any case would fail to address the persistent grading and drainage issues of the soil characteristics and formation.

Deficiencies in Building Systems: Electrical panels are frequently located in close proximity to the leaking basement foundation walls, a deficiency that creates a significant life safety hazard. Resident supplied air conditioners place a significant electrical load on the system, which was unanticipated at in the initial installation of the electrical system. The existing service and electrical panels do not adequately meet these demands. Plumbing systems are outdated, inefficient and wasteful, with frequently identified leaks and pipe failures, particularly for the sewer system. Gaps between bathroom plumbing fixtures and walls allow water to penetrate into wall cavities. Plumbing service for automatic fire sprinkler systems was not up to code as far back as a 2011 fire marshal inspection, and it has not been upgraded since. Heating is supplied through single zone systems that provide heat with unbalanced, inefficient and wasteful delivery. Residents will often open windows in portions of the house that are over-heated, while other areas of the home remain frigid.

Deficiencies in On-site Infrastructure: Asphalt paving and drive aisles are in poor condition with isolated areas of failure. Heaved sidewalks pose tripping hazards and flaunt conformance with accessibility standards, including 504 and UFAS compliance. Poorly draining soils and poor grading contribute significantly to the water problems associated with the deficiencies identified in both structural systems and building systems outlined above.



Hazardous Conditions: The persistent presence of moisture, which is conducive to mold growth and associated with the water infiltration issues outlined above, has been repeatedly and often identified within the units at Westlawn, particularly in basements. The proximate location of past auto stations and a drycleaner within 1/8th mile of the site suggest the possibility of off-site impacts, particularly in light of poor soil drainage through the site to the Lincoln Creek basin.

HUD approved the demolition of the units that formerly occupied Westlawn Gardens immediately to the east of the Westlawn Housing Development (Existing Housing). The demolished units at Westlawn Gardens were the same design, built at the same time and to the same standards as the subject units of the Westlawn Housing Development. Under the terms of the 2014/15 Choice Neighborhoods NOFA, full Need for Structural Deficiencies is demonstrated through HUD approval for demolition. In my assessment, the HUD approved demolition at Westlawn Gardens should meet that condition by extension.

I, Lawrence Antoine, a registered architect in the Commonwealth of Virginia, attest to the conditions and deficiencies described above.

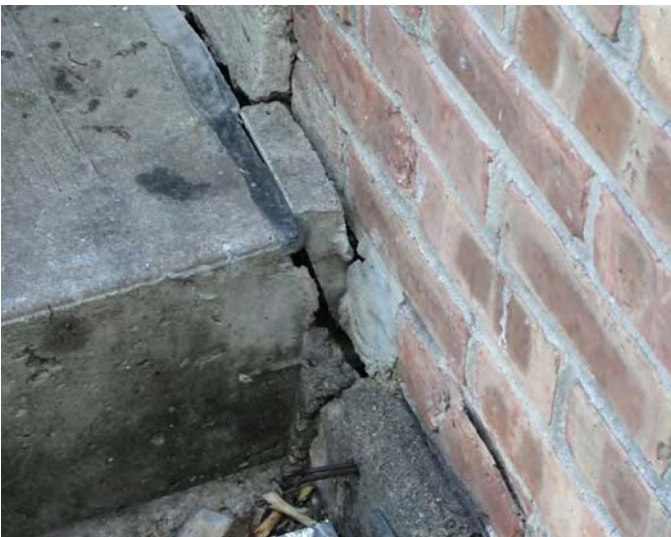
Lawrence V. Antoine, Jr, AIA, AICP, LEED AP (BD+C)
Principal
Virginia Registration # 0401011573



**Structural Deficiencies –
Window AC Units & Service Retrofits**



**Structural Deficiencies –
Outdated and Undersized Systems**



**Structural Deficiencies –
Cracked Foundations, Water and Air Infiltration**



**Structural Deficiencies –
Poor Site Drainage Results in Flooded Basements and Mold**



**Structural Deficiencies –
Ineffective Retrofit Discharge Pipes Create Hazards**



**Structural Deficiencies –
Unsafe and Unsanitary Conditions**

Name:

**Narrative Attachment 35:
Need – Design Deficiencies
Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att35NeedDesignDeficienciesDoc

Attachment 35: Need - Design Deficiencies.

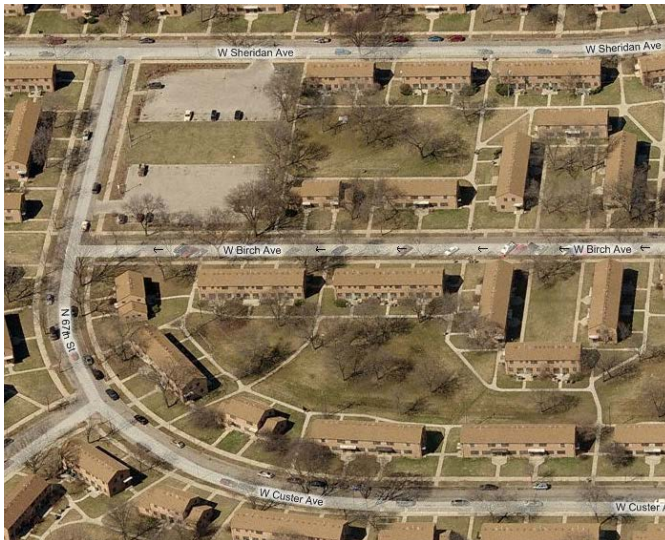
- ***Inappropriate site layout.*** The Westlawn Housing Development's barracks-style buildings and disconnected super-block configuration resemble nothing in the surrounding area. The development is physically and socially isolated from the surrounding community, making it more susceptible to crime and congestion
- ***Inadequate room and unit size.*** The Westlawn Housing Development's units are small and poorly-configured, rendering them inadequate for modern family and individual life. Kitchens, baths, bedrooms and living spaces are poorly arranged and undersized. Room sizes, natural lighting and ventilation are inadequate, and in many cases do not meet current building code standards. Kitchens have almost no usable counter space and little wall length for necessary cabinetry. The location of rear doors and circulation through the kitchens infringe on the already minimal workspace. Many of the kitchen appliances are undersized for the capacity demands of family units. Bathrooms at standard units are smaller than comparable code compliant bathrooms. Resident complaints about inadequate room sizes for bedrooms and living areas, and the lack of storage space are common. Secondary bedrooms of less than 80 square feet fall far short of the 120 square foot minimums used in typical PHA new construction. Linear bedroom dimensions of 9' or less are common at Westlawn; a 10' minimum is standard practice for newly designed bedrooms. There's almost no interior storage space. Clothes closets with 3' of rod and shelf are prevalent, and often the clothes closets are carved out of already inadequate bedroom areas instead of accessed off of a flush bedroom wall. Living Rooms of 11' by 13' do not accommodate the furniture loads of most current Westlawn residents. Interior stairways run parallel to the short length of the units and divide the front and back of the unit, thereby cutting up already small spaces (a more functional approach in small houses is to run the stairs along a perimeter wall with the longest dimension of the unit). Additionally, when measured against building codes for new construction, the hallways and stairs are too narrow in overall width, and too steep at individual stair risers.
- ***Indefensible Space:*** Many deficiencies common to barracks style housing complexes are found at the Westlawn Housing Development. Parking is remote from the units and a source of complaint for residents; the fronts and backs of units are virtually indistinguishable; and the extent and pattern of inner block open space – called the courts at Westlawn – dominates the site plan, with undefined edges and a scale that defies monitoring. All of these elements contribute to the indefensible nature of the property and individual units. The open spaces are at the interior, so there are no “eyes on the street” at the interior, where the majority of the land area is allocated.
- ***Inaccessibility:*** There are no fully 504 compliant units at the Westlawn Housing Development. Accommodating persons with mobility impairments and other physical disabilities is a challenge at individual units at Westlawn. Accessible routes, in the form of ramps, are placed ad hoc, and in a variety of construction materials and techniques, in a limited and scattered pattern across the site. The individual unit constraints -- outlined in the above discussion of room and unit configuration -- place serious restriction on units' capacity to accommodate renovation to any reasonable accessibility standard. Bathrooms in the nominally accessible units are located on the upper floors of the units and are smaller than standard bathroom requirements, much less for persons with mobility impairments. Kitchens and bathrooms at the existing “accessible” units are woefully inadequate and UFAS non-compliant for floor clearances, passageway doors, and the operation of appliances and fixtures. In June 2013, REAC inspections sited obstructed and/or missing accessibility routes were repeatedly identified in Westlawn's PHAS Physical Report.
- ***Significant Utility Expenses:*** The Westlawn Housing Development's lack of insulation, air infiltration at windows, doors and mortar joints contribute to utility expenses that are higher than in new construction. From the REAC inspections, deteriorated glazing compound and caulking was repeatedly identified. Air Infiltration at these building envelope failures certainly contributes to increased utility expense



**Design Deficiencies -
Undersized Rooms Compared to Current Standards**



**Design Deficiencies -
Undersized Kitchens Compared to Current Standards**



**Design Deficiencies -
Large Remote Parking Lots and Overscaled Midblock Spaces**



**Design Deficiencies -
Undefined, Overscaled "Courts" that defy Monitoring**



**Design Deficiencies -
Retrofits to Existing Units to "Accommodate" Accessibility**



**Design Deficiencies -
Non-Compliant, Undersized Bathrooms**

Name:

**Narrative Attachment 36:
Need – Part I Violent Crimes
Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att36NeedPartIViolentCrimesDoc

Attachment 36: NEED – Part I Violent Crimes Documentation

The information below is an aggregate of crime comparisons for 2011, 2012 and 2013 for the Milwaukee Police Department’s 4th District in which the Westlawn Housing Development as well as the entire CHOICE neighborhood is located. The comparison (per 1,000 people) is contrasted between the 4th MPD District and the City of Milwaukee. The data is collected by the Milwaukee Police Department and is based on census tract reports. It can be found on the City of Milwaukee website with crime data broken down on a police district or census tract level. Page 66 of the NOFA requires a threshold rate of 18.00 or above, or a crime rate that is at least 1.94 times that of the City as a whole to gain any points.

Year	MPD 4 th District		City of Milwaukee	
	Part I Crime	Per/1000	Part I Crime	Per/1000
2011	882	8.93	6,887	11.54
2012	902	9.56	7,762	13.04
2013	897	9.51	8,149	13.70
		9.33*		12.76*

*Indicates the three year average rate.

Name:

**Narrative Attachment 37:
Market Analysis**

Name of Lead Applicant:
City of Milwaukee

Name of File:
Att37MarketAnalysis



The National Center for
Housing Management

January 31, 2015

Mr. Antonio M. Pérez
Secretary-Executive Director
Housing Authority of the City of Milwaukee
809 North Broadway, 3rd Floor
Milwaukee, WI 53202

**Re: Westlawn Redevelopment
Market Analysis Update Letter**

Dear Mr. Pérez,

At the request of the Housing Authority of the City of Milwaukee (HACM), the National Center for Housing Management, Inc. (NCHM) has updated its analysis of market conditions in connection with the referenced project. NCHM first conducted a detailed market analysis for the redevelopment of the Westlawn public housing complex in April 2012 and updated it in July 2013. Those studies were preceded by similar analyses prepared in 2009 and 2010 by Mr. Paul R. Votto, NCHM's Director of Housing Programs and the author of this update. A brief bio of Mr. Votto is contained in the Addendum attached to this letter. We refer you to the previous studies for additional detail, particularly our 32-page report from 2013.

Since our last update, HACM has razed the old and antiquated buildings on the eastern half of the 75-acre site and began constructing new mixed-income apartments in this area, now referred to as Westlawn Gardens. This update focuses on both the remaining undeveloped land in Westlawn Gardens and on the western half of the site, which is referred to herein as the Westlawn Housing Development area. As of the date of this letter, the Westlawn Housing Development area consists of 394 units of public housing in buildings dating to the early 1950s.

This letter updates our findings with respect to supply and demand data and our recommendations for future unit absorption and characteristics within the overall Westlawn redevelopment area. You will also find certain updated background information including demographic data in the Addendum.

Scope

NCHM was retained to provide an independent, third party assessment of the demand for the proposed affordable and market-rate residential rental housing, homeownership units, retail, and

● 800-368-5625 • www.nchm.org

333 North 1st Street, Suite 305 • Jacksonville Beach, FL 32250
1801 Old Reston Avenue, Suite 203 • Reston, VA 20190

related development activities based on the market and economic conditions of the target area (sub-market) and surrounding community (general market). In addition to assessing changes in market conditions since our 2013 analysis, we also reviewed the HACM's results to date with respect to the Westlawn Gardens portion of the redevelopment and its latest plans for the project, including its 2015 Conceptual Site Plan.

In preparing the previous studies, a variety of market data and related information was collected and analyzed. The information was obtained from fee-based national real estate data providers, public records, and industry groups, and through customized collection. Also, representatives of the local real estate, lending, and business communities were interviewed to further round out the market data. For this update we have relied upon similar source materials.

Findings

Our findings are summarized as follows.

Rental Housing

Generally our analysis found that there is **very strong demand for affordable rental housing at all income levels and a growing demand for market-rate rental housing in the Westlawn submarket.**

The Milwaukee market as a whole has experienced an unprecedented run up in both occupancy levels and rents over the past three years, both in the market-rate and affordable segments. **Occupancy rates topped 96% in 2011, 2012, and 2013**, and although the results are not yet in for the entirety of 2014, we expect that when they are, occupancy rates will once again exceed 95% in the overall market. Thus, the four-year period from 2011 through 2014 will have constituted a rental market stronger than any we have witnessed in at least the past three decades. Additionally, our data indicates that **occupancy rates will stay above 95% at least through 2017**. Looking beyond 2017, we have some concerns regarding occupancy levels in the market-rate segment, owing primarily to increased supply of new units. Beginning in 2010 and accelerating since then, there has been a surge in the construction of new, market-rate rental housing. In our view, much of this new supply can be absorbed by increasing demand and the fact that little new construction of market-rate rental housing occurred in the decade prior to 2010. However, if the pace of construction continues, it could threaten occupancies and rent levels in the market-rate segment.

In the Westlawn submarket, multi-family occupancy rates have also been strong, topping 95% for the past three years. Occupancy is also expected to remain strong through 2017. Looking beyond 2017, we have some concern with the demand for market-rate units primarily as a result of the surge in new construction previously cited, although we would point out that, except for within Westlawn itself, little if any of this construction has occurred in the Westlawn submarket and little, if any is planned. At the same time, however, it is reasonable to expect that increased competition from outside the sub-market but still in the general area, will have some negative

impact on both absorption and rent levels of market-rate units within the Westlawn neighborhood.

We have fewer concerns with the long-term prospects for affordable rental housing within the submarket, believing that the demand for new, high quality housing at all qualified income levels will stay strong for the foreseeable future.

The Milwaukee market, which typically sees little in the way of net rent growth, experienced real growth above 2.7% for the each of the years from 2011 to 2013 and likely ended 2014 with rent growth above 3%. The Westlawn submarket has nearly matched these past results and is actually forecast to outperform the broader market over the next few years. We expect the pace of rent increases to slow beginning in 2015 as the number of new units coming on-line increases. Based on past experience, we would expect the slow down in effective rent increases to be seen first at the higher rent levels and then eventually trickling down to the lower levels. At this point, however, we do not see the prospect for widespread retrenchment of rents in the foreseeable future although we do expect to see an increase in the use of leasing incentives.

In summary, there is reason to be optimistic with respect to the demand for both affordable housing, including affordable housing at the upper bands of eligible incomes, and market-rate rental units in the Westlawn redevelopment area and our recommendations later in this update reflect that optimism.

For Sale Housing

With respect to for-sale new construction housing, our assessment of the market has improved since we last reported. The 2009 and 2010 studies concluded that there was not a substantial market for new construction for-sale homes in the sub-market and that the situation would continue for at least one to three years. We concurred with this assessment in 2012 and, in fact, extended our generally negative view for a return of substantial demand for newly constructed homes through 2013. As a result, in 2012 we said this: "While there are good reasons to set aside some land areas for new construction ownership units in the future, now is not the time to actualize those plans without a commitment of substantial subsidy. The right strategy...is to concentrate on the stabilization of the existing housing market...and let the transformation of Westlawn's rental component become apparent. Then at that point it is likely a new construction for-sale market will develop." HACM heeded that advice and as a result we concluded in 2013 that HACM could consider introducing additional market-rate rental units in 2014 and, if it desired, a limited amount of for-sale housing, with shallow or no subsidies. HACM proceeded more cautiously than our 2013 study suggested was supportable, introducing a limited number of market-rate rental units (20) and no for sale housing.

Since our 2013 update, the local for-sale housing market has improved. While sales of existing homes in the Metro market declined slightly from 2013 to 2014, December 2014 was very strong and the prospects for additional sales growth in 2015 are good. Also median sales prices

increased significantly from 2013 to 2014 and the rate of foreclosures are down, paving the way for additional gains in 2015. (*See attached Addendum for details*). We expect this trend to continue for the next several years, absent an unexpected reversal of the economy. At the same time however, the sale of newly constructed homes at price points necessary to recover costs but still attract buyers, remains unproven in the Westlawn sub-market. Having said that, we remain convinced that the time is ripe to test the waters with a new construction product within Westlawn with the goal of eventually constructing up to fifty units. We continue to recommend that HACM consider primarily three-bedroom homes along with some four-bedroom units and while we would still like to see single-family structures in the mix that may not be feasible given construction costs, density, and other factors.

Retail/Commercial

HACM has modified its plans for commercial development within the overall Westlawn boundaries since our 2013 study. At that time the plan called for first floor retail space in mixed-used buildings fronting on Silver Spring Drive near the northeast corner of the site and the set-aside of a vacant parcel at the corner of Silver Spring Drive and 60th Street for a possible stand-alone user. The vacant parcel is still in the plan but the retail rental space was not included in the buildings that were ultimately constructed. The current plan calls for 7,200 square feet of retail space in a future building to be constructed fronting N. 60th Street directly south of the available vacant commercial parcel and up to 24,000 square feet in five mixed-use buildings in the Westlawn Housing Development area fronting Silver Spring Drive between N. 64th Street and approximately N. 67th Street. As we understand it, the space in all of the buildings is intended to be flexible, small shop space accommodating retail users between approximately 800 and 2,400 square feet each.

The proposed small shop retail space directly south of the commercial parcel is a better location than what was proposed in 2013 as it will create more of a retail node on the important corner of 60th Street and Silver Spring Drive and take advantage of the traffic counts on N. 60th. We also believe the addition of potential retail further west (at 64th and N. Silver Spring) is an important enhancement. Our previous studies pointed to the need for more and higher quality retail in the neighborhood to help attract a better mix of incomes to the project. The revised plan creates more opportunities for such retail users and puts HACM in greater control of the user types.

Our 2013 study projected absorption of 30,000 square feet of retail, not including any that might be developed on the stand alone vacant parcel. The new plan includes up to 31,200, which is not materially different and is a reasonable target given the improvement in the overall retail real estate market in the Metro area. Additionally, the new plan spreads the retail out over six buildings, which will make absorption easier and give the Housing Authority more flexibility to adjust the plan based on actual leasing experience. Consequently, we have adjusted our projections accordingly.

In 2013 we expected lease rates for new retail space within the Westlawn redevelopment to be in the range of \$12.00 to \$16.00 per square foot, triple net. Since then, the general market for retail in the Milwaukee Metro area has improved, however we would caution against projecting rates much above those anticipated in 2013 simply because the local sub-market has not yet proven that higher rates can be achieved. Absorption, however, should be better given that a significant part of the residential redevelopment of the eastern part of the project has now occurred and given the improvement in the retail sector in general.

Recommended Type, Volume, and Timing of Development

Table 1 below outlines the number and type of units developed to date and that can be supported by the market in future years. The 2009 and 2010 market studies assumed a ten-year redevelopment program. In 2013, the program was shorted to eight years and our projections were given in two four-year increments, assuming first occupancy in 2012. For this update, we are reporting the actual results for 2012-2014 and our projections of market demand are for the next five years, broken down into two phases, 2015-2017 and 2018-2019. HACM may elect a different build-out schedule based on funding availability. Our projections are based on what we believe the market can absorb. As in past studies, we have divided our projections into three income categories as shown below, however, in this up-date we have increased the top end of the "High Moderate" range from 130% to 140%.

- Low Income – 50% or less of median household income
- Low Moderate – 51 - 80% of median household income
- High Moderate – 81 - 140% of median household income

Table 1. Projection of Rental and For-Sale Housing by Income Levels and Commercial (Full Build-out)

	2012-14*	2015-17	2018-19	Total
Rental Housing (in units)				
Low Income	100	120	80	300**
Low Moderate Income	100	140	70	310
High Moderate Income***	50	140	100	290
Sub-total Rental	250	400	250	900
For-Sale Housing (in units)				
High Moderate Income***	0	20	30	50
Total Residential Units	250	420	280	950
Commercial (in sq. ft.)****	0	15,000	17,000	32,000

(See asterisked notes on next page)

**The allocation of units by income level for the 250 units constructed and leased at Westlawn Gardens during the 2012 to 2104 period is an estimate based on a cursory review of a recent rent roll.*

***The number of units at the low-income level may be exceeded as the demand for better quality housing at these income levels is great. It is purely a function of HACM's goals for the redevelopment and available funding. The projected number in the Table is the default number assuming HACM maximizes high-moderate/market mix.*

****The units in the high/moderate income range include both affordable and market-rate, with market-rate accounting for 60% of the rental units and 100% of the for-sale units.*

*****Does not include square footage of any retail that may be constructed on the vacant commercial parcel for sale or lease at the northeast corner of the site.*

Table 2 further breakdowns the rental housing projections for *future years* by characteristic.

Table 2. Future Rental Units by Household Type and Income (2015-2019)

	2015-17	2018-19	Total
Low Income – Family	95	60	155
Low Income – Senior	25	20	45
Low Moderate – Family	110	55	165
Low Moderate – Senior	30	15	45
High Moderate – Family	115	80	195
High Moderate – Senior	25	20	45
Total Units	400	250	650

Table 3 on the following page breaks down the future year projections by bedroom size.

Table 3. Future Rental Units by Household Type, Income, and Bedroom Size (2015-2019)

	2015-2017		2018-2019		Total	
	Family	Senior*	Family	Senior	Family	Senior
Low Income						
1 BR	20	25	10	20	30	45
2 BR	25		15		40	
3 BR	30		25		55	
4 BR	20		10		30	
Low Mod Income						
1 BR	25	25	10	15	35	40
2 BR	40	5	20		60	5
3 BR	40		20		60	
4 BR	5		5		10	
High Mod Income						
1 BR	40	20	25	20	65	40
2 BR	45	5	30		75	5
3 BR	30		25		55	
Total Units	320	80	195	55	515	135
*Includes special needs						

It is important to note that the above projections are intended as a guideline only. They need to be evaluated against a backdrop of other factors including funding availability, community preferences, regulatory requirements, site limitations, and continued market feedback.

With respect to achievable market rents, we would suggest the following upper limits as a general guideline, subject to factors such as amenity level, unit size, and the like: 1-BR - \$900/month; 2-BR - \$1,050/month; and 3-BR - \$1,225 per month (assuming 2015 rents).

Summary Recommendations

In addition to the projection of product types presented above, NCHM offers the following conclusions and recommendations:

- The initial 2009 market study concluded that in order for the "new" Westlawn to attract a mix of incomes it would need to be transformed into something "truly different and special". In our view, HACM has done an excellent job in this

regard by incorporating into Westlawn Gardens a number of unique features such as green building technology, the Growing Power community gardens, and mixed use buildings, and by designing and constructing buildings with aesthetically pleasing architecture and thoughtful land planning. The plan for the Westlawn Housing Development area builds on and refines this transformation.

- The strengthening of the local rental housing market has come at an opportune time for Westlawn. Westlawn Gardens started bringing new units on line in 2012 just as the market was in the early stages of an unprecedented run up in occupancy levels and rents. With demand and rents expected to stay strong at least through 2017, in our view it is time to stay aggressive with the implementation of the agency's development plans.
- It is our opinion that the market can support up to 650 additional rental units over the next five years. We are further of the opinion that 145 of these units can be absorbed at the market rents projected herein and an additional 50 for-sale units can be absorbed making the total market-rate component 195 units.
- In 2012, we cautioned that it would take some time for Westlawn to establish itself as a viable homeownership alternative and we were concerned about the weakness in the home buying market in general. Consequently, we recommended that the total number of planned for-sale units should not exceed fifty, with the initial units delayed until 2013 or 2014. Ultimately, HACM decided to set aside land for homeownership units but to delay construction even beyond 2014.

Our concerns with respect to the for-sale market in general have lessened considerably since 2013. Our concern with the viability of the Westlawn area as a for-sale market remains. This concern is driven primarily by the fact that, while improving, the median sale price for existing homes in the area remains significantly below the cost to put new units in place. On the flipside, the demand for new construction is increasing as evidenced by the increase in new starts in other parts of the Southeast Wisconsin market. Additionally, the new Westlawn Gardens is attracting higher income renters, some with earnings that would qualify them for home loans. Finally, mortgage rates remain near all time lows but may begin to rise in the near future. In our view, these factors combine to suggest that, subject to available funding, now would be the time to introduce a limited number of for-sale homes (which may include single-family and two to four unit attached plans).

- The revised plans with respect to retail space are an improvement over previous planning and are an important element in support of the residential plan.

Mr. Antonio M. Pérez

January 31, 2015

Page Nine

- The continued redevelopment of Westlawn is crucial to further stabilize and revitalize the neighborhood. At seventy-five acres the "old Westlawn" was a dominant influencer, often for the negative, on the entire neighborhood for blocks in every direction. The new Westlawn Gardens is beginning to have an effect as well -- this time for the positive. However, if the job is perceived as "half-done", the gains made in the neighborhood could be lost or seriously eroded.

Conclusion

In conclusion, we have reviewed HACM's plans with respect to the market-rate and affordable rental housing, for-sale housing, and retail space and find the plans consistent with the results of our market assessment. It is our opinion that the market can support the property types and volumes contained in the agency's plans.

Sincerely,



Paul R. Votto

Director, Housing Programs

Addendum Attached

Bio of the Author
Paul R. Votto

Paul R. Votto is Director of Housing Programs for the National Center for Housing Management, Inc. (NCHM), based in Reston, Virginia. In this capacity, he heads up the organization's national consulting services and performance based educational programs.

Mr. Votto has been affiliated with NCHM since 1981, serving as its Executive Vice President from 1981 to 1987 and then in a variety of capacities throughout his subsequent private sector career, including on its Board of Directors and as a consultant and educator. He rejoined the staff on a full-time basis in January 2013.

Mr. Votto has more than thirty-five years experience in property management and real estate development. He has operated two large Milwaukee-headquartered portfolios of 4,000 and 8,000 units, respectively, and a commercial portfolio of 500,000 square feet and he has developed more than \$450 million in multi-family and commercial real estate assets. On the multi-family front, Mr. Votto has overseen portfolios containing virtually every type of property including public housing, Section 8, Section 202, Section 42 Low Income Housing Tax Credit, conventional market-rate, senior housing and assisted living.

Over the span of thirty-five years, Mr. Votto has developed or consulted on more than fifty multi-family projects consisting of more than 5,000 units as well as more than 500,000 square feet of commercial development, most of which have been in the Southeastern Wisconsin market area. Recently, he oversaw the development from market feasibility through rent-up of the highly successful Latitude Apartments on Milwaukee's east side. Latitude consisted of 90 rental units plus first floor retail. Mr. Votto followed that up with market feasibility and program development for Avante Apartments, also located in Milwaukee. Currently, he is providing market feasibility assistance on Hidden Lake Preserve, a 113-unit luxury community in the planning stages in Brookfield, Wisconsin. He is the former president of the Wisconsin chapter of the National Association of Office and Industrial Properties (NAIOP). Mr. Votto has been a licensed real estate broker in the state of Wisconsin for nearly twenty-five years and is a long-time member of the National Association of Realtors.

Mr. Votto teaches and consults on a variety of subjects related to both real estate development and property management.

Name:

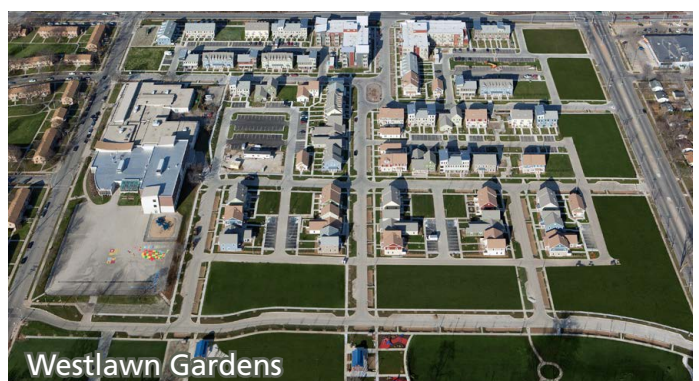
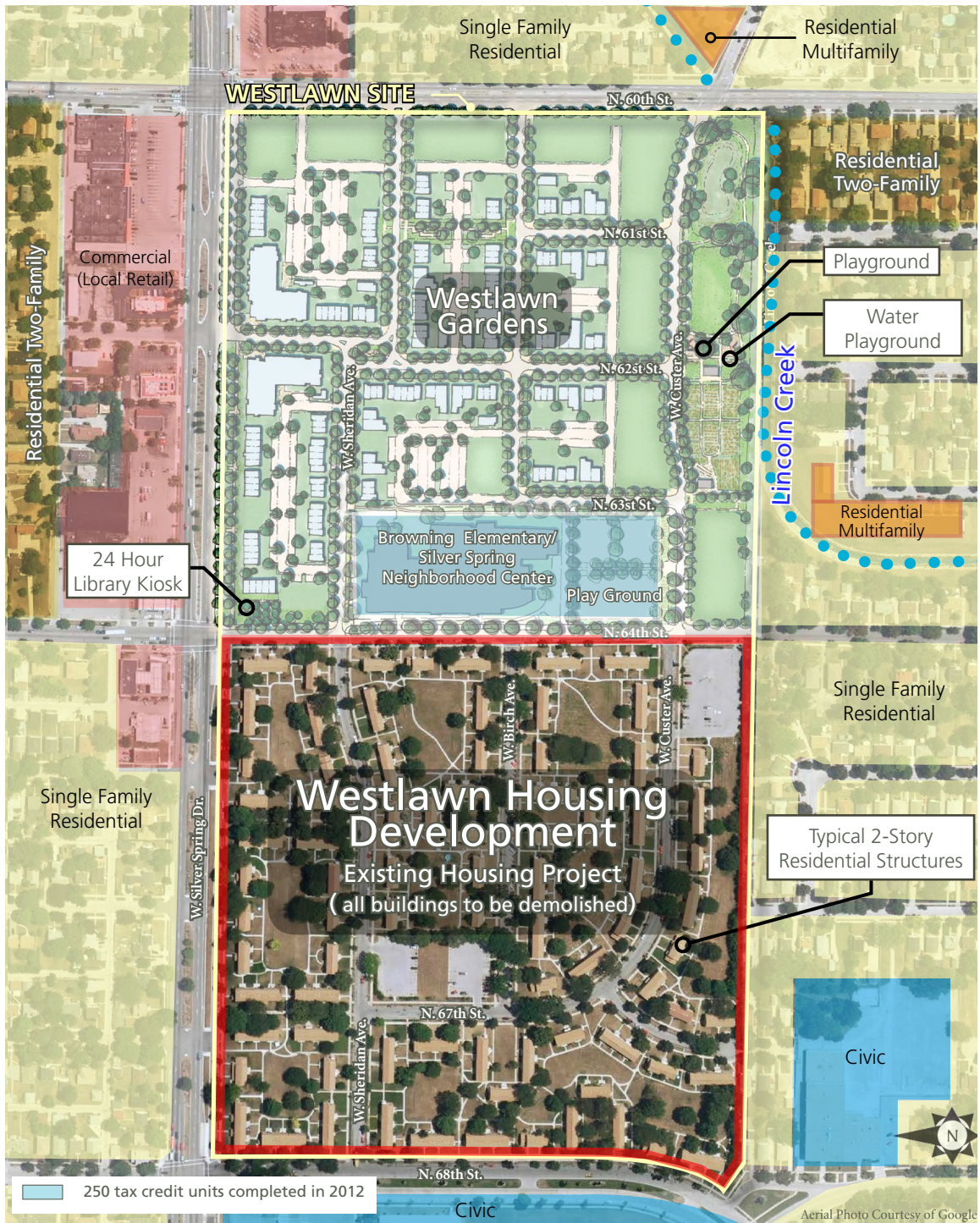
**Narrative Attachment 38:
Current Site Plan**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att38CurrentSitePlan



Name:

**Narrative Attachment 39:
Conceptual Site Plan Design**

Name of Lead Applicant:




City of Milwaukee

Name of File:

Att39ConceptualSitePlanDesign



Market Rate Units

	Home Ownership	50 du
	Rental Apartment	42 du
	Rental Townhomes	99 du
Total Market Rate:		191 du
	Ground Floor Retail	

Affordable

	Non-Market Rate/ Non-Assisted	123 du
-------------------------------------------------------------------------------------	----------------------------------	--------


Public Housing Replacement

	1 Bedrooms	112 du
	2 Bedrooms	148 du
	3 Bedrooms	96 du
	4 Bedrooms	36 du
(173 Apartments + 219 Town Homes)		
	2-bedroom Acquisition Rehab	2 du
Total Replacement:		394 du

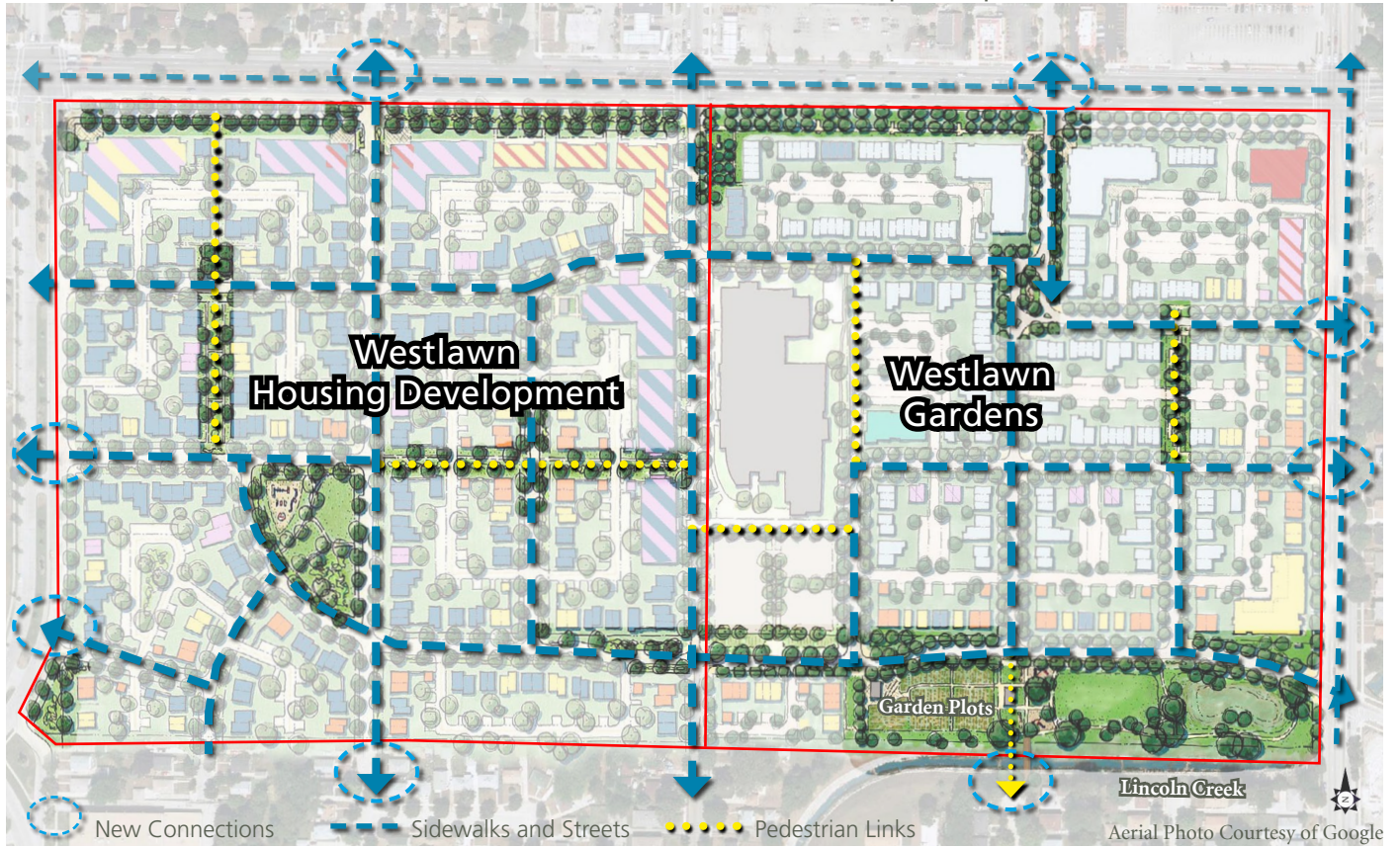
Total CNI Program

708 du

Westlawn Gardens

 **Completed**
(250 tax credit units:
166 project based,
64 Public Housing,
20 unsubsidized)

Interconnected Network of Streets, Sidewalks and Open Spaces



Pedestrian oriented streetscapes, bio-swale rain-gardens, and "Defensible Space" strategies implemented in Westlawn Gardens will also be utilized in the Westlawn Housing Development.

Phasing Diagram



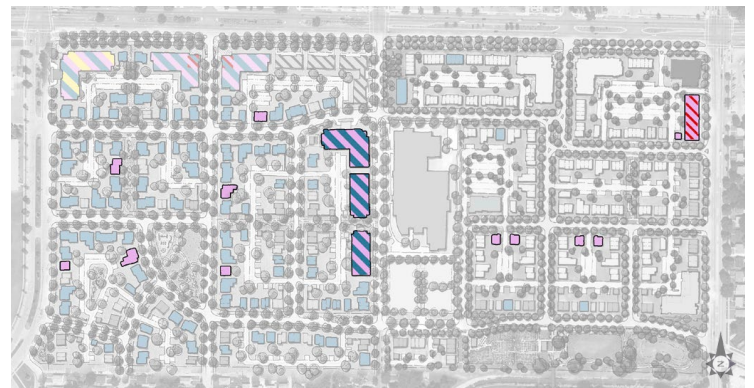
Phase 1: 10 Replacement Units (5 3-bed., 3 4-bed., 2 2-bed. Acquisition Rehab of City Foreclosed Properties), and Management / Maintenance Facility



Phase 2: 162 du Total: 136 Replacement Units (87 1-bed, 41 2-bed, 3 3-bed, 5 4-bed), 20 Affordable (1-1bed, 6 Market Rental (1-bed))



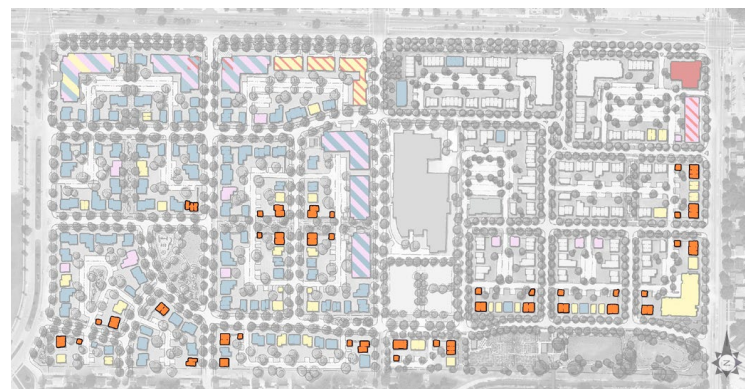
Phase 3: 203 Replacement Units (87 2-bed., 88 3-bed., 28 4-bed.) and Corner Retail



Phase 4: 148 du Total: 45 Replacement Units (25 1-bed., 20 2-bed.), 103 Affordable (77 1-bed., 12 2-bed., 9 3-bed., 5 4-bed.), and Ground FI Retail



Phase 5: 135 Market Rate Rental (28 1-bed, 50 2-bed, 57 3-bed)



Phase 6: 50 Market Home Ownership Units (40 3-bed., 10 4-bed.)



Final Site Plan

Market Rate Units		Public Housing Replacement	
	Home Ownership 50 du		1 Bedrooms 112 du
	Rental Apartment 42 du		2 Bedrooms 148 du
	Rental Townhomes 99 du		3 Bedrooms 96 du
	Total Market Rate: 191 du		4 Bedrooms 36 du
	Ground Floor Retail		(173 Apartments + 219 Town Homes)
			2-bedroom Acquisition Rehab of City Foreclosed Properties) 2 du
			Total Replacement: 394 du
	Non-Market Rate/ Non-Assisted 123 du	Total CNI Program 708 du	
	Westlawn Gardens, Completed (250 tax credit units: 166 project based, 64 Public Housing, 20 unsubsidized)		

Legend

Name:

**Narrative Attachment 40:
Building Elevations**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att40BldgElevations

Building Elevations



Mixed Use Apartment Building



Mixed Use Apartment Building



Townhouses and Single Family

Housing for Westlawn Housing Development will be built to the same standards and designs as the completed housing in Westlawn Gardens.



Name:

**Narrative Attachment 41:
Schematic Drawings**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att41SchematicDrawings

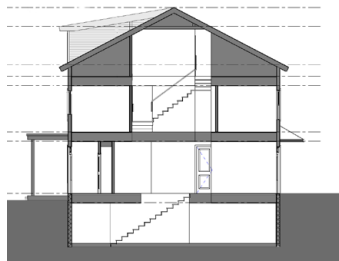
Example Townhomes



Elevation



Floor Plan



Building Section



Milwaukee Historical Precedent



Milwaukee Historical Precedent

Example Apartments



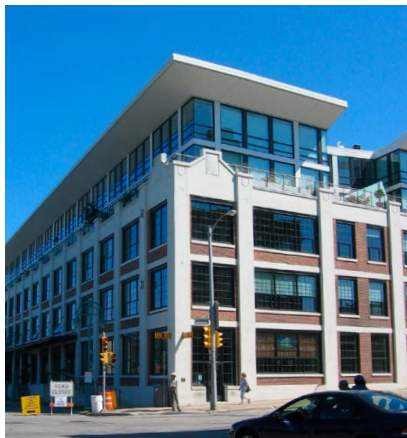
Elevation



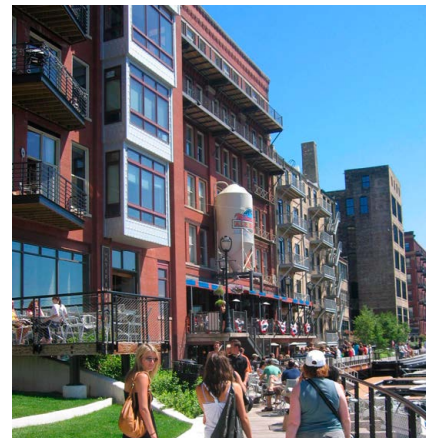
Floor Plan



Building Section



Milwaukee Contemporary Precedent



Milwaukee Contemporary Precedent

Name:

**Narrative Attachment 42:
LEED for Neighborhood
Development Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att42LEED-NDDocumentation



TORTI GALLAS AND PARTNERS

Architects *of* Sustainable Community

9 February 2015

The Honorable Tom Barrett
Mayor, City of Milwaukee
City Hall Room 201
Milwaukee, WI 53202

Principals

John Francis Torti, FAIA

Thomas M. Gallas, CPA

Robert S. Wallach, AIA

Cheryl A. O'Neill

Charles G. Coleman, III, RA

Daniel Ashtary, AIA

Bruce D. Kennell, AIA

Sherief Elfar, AIA

Robert S. Goodill, AICP

Neal I. Payton, FAIA

Lawrence V. Antoine, AIA, AICP

Thomas E. Danco, AIA

Erik J. Aulestia, AICP

Troy McGhee, AICP

Brian E. O'Looney, AIA

Sarah Alexander, AIA

Andrew P. Czajkowski, AIA

Scott Welch, RA

Emeritus

Tunca Iskir

Sylvia S. Munero

Re: CNI Attachment 42 - LEED for Neighborhood Development Documentation

Dear Mayor Barrett,

As the project designers and master planners contracted to HACM for the Westlawn Housing Development, we attest that the design will meet all of the prerequisite requirements and obtain a minimum of 40 optional points meeting the requirements of LEED-ND Certified level. All new single family and multifamily units will be separately designed and constructed to LEED for Homes standards, as outlined in Attachment 43 of the CNI application. The prerequisites for an integrated design process, location of the project, site improvements, water and energy conservation and materials which benefit the environment will all be met. As you know from our current LEED-ND Certification at Westlawn Gardens (LEED ND Silver, the highest rated fully certified, implemented project in the country) the full certification is not granted until the neighborhood is fully commissioned, but the design intent is to obtain the optional points in the following ways, which are illustrated on the attached LEED-ND Checklist, and have been deployed and proven at Westlawn Gardens:

Smart Location and Linkage: Analysis of the site reveals that the Westlawn Housing Development should receive 20 of 27 points within this category. Redevelopment of the current Westlawn neighborhood is anticipated. It is within ¼ mile of bus stops along Silver Spring Drive and 64th. The design for a variety of housing types will meet the needs of persons from different age groups and abilities. These include: 3 story apartments with one- and two-bedroom units and two- to three-story townhouse units with 2 bedroom to 4 bedroom configurations.

Neighborhood Pattern and Design: The site plan design anticipates 23 points out of 44 total points for this section. As part of the Westlawn Gardens revitalization all Westlawn residents will have access to the large (30,000 square foot) Growing Power managed Community Garden, which includes raised beds to ensure resident participation in providing fresh foods for the neighborhood. Recreation venues include the Westlawn Gardens Community Park, the Silver Spring Neighborhood Center, Browning Elementary School, and planned pocket parks for the Westlawn Housing Development are all within a 1/2 mile walk of the site. Major commercial and civic facilities including schools, churches, banks, clothing stores, miscellaneous other retail, and restaurants all provide services within ½ mile of the Target Neighborhood.

Green Infrastructure and Buildings: The design projects 6 points out of 23 points for this section. 100% of the site which was previously developed shall be reused for the new development. The use of high albedo (reflective) roofing and shade trees all contribute to a reduction of heat-island effect. The continued installation of high efficiency (LED) exterior street lighting will increase



infrastructure efficiency. In addition, we anticipate meeting or exceeding the Building and Landscape Water Efficiency requirements as we have on Westlawn Gardens. Proposed building designs shall perform at 26% improvement over ANSI/ASHRAE/IESNA Standard 90.1-2007 or better.

Innovation and Design Process/Regional Priorities: The design projects 6 points out of 10 points for this section, addressing exemplary performance in location and automobile use reduction, mixed income and universal design. Regional priority credits for housing and jobs proximity, as well as mixed income diverse communities are also anticipated.

I, Lawrence Antoine, the LEED Accredited Professional consultant on the team attest that our site plan will be designed to meet the requirements of LEED-ND at the Certified Level, as described above.

Lawrence V. Antoine, Jr, AIA, AICP, LEED AP (BD+C)
Principal



LEED for Neighborhood Development v2009 Registered Project Checklist

Proj Name: Westlawn Housing Development Projected and Proposed

Date: 02/05/2015

Yes ? No

20 0 5

Smart Location and Linkage 27 Points Possible

Y	Points	Description	Required
Y		Prereq 1 Smart Location	Required
Y		Prereq 2 Imperiled Species and Ecological Communities	Required
Y		Prereq 3 Wetland and Water Body Conservation	Required
Y		Prereq 4 Agricultural Land Conservation	Required
Y		Prereq 5 Floodplain Avoidance	Required
8		Credit 1 Preferred Locations	10
	2	Credit 2 Brownfield Redevelopment	2
7		Credit 3 Locations with Reduced Automobile Dependence	7
	1	Credit 4 Bicycle Network and Storage	1
3		Credit 5 Housing and Jobs Proximity	3
1		Credit 6 Steep Slope Protection	1
1		Credit 7 Site Design for Habitat or Wetland and Water Body Conservation	1
	1	Credit 8 Restoration of Habitat or Wetlands and Water Bodies	1
	1	Credit 9 Long-Term Conservation Management of Habitat or Wetlands and Water Bodi	1

Yes ? No

23 1 20

Neighborhood Pattern and Design 44 Points Possible

Y	Points	Description	Required
Y		Prereq 1 Walkable Streets	Required
Y		Prereq 2 Compact Development	Required
Y		Prereq 3 Connected and Open Community	Required
2	10	Credit 1 Walkable Streets	12
3	3	Credit 2 Compact Development	6
2	2	Credit 3 Mixed-Use Neighborhood Centers	4
7		Credit 4 Mixed-Income Diverse Communities	7
	1	Credit 5 Reduced Parking Footprint	1
	2	Credit 6 Street Network	2
	1	Credit 7 Transit Facilities	1
1	1	Credit 8 Transportation Demand Management	2
1		Credit 9 Access to Civic and Public Spaces	1
1		Credit 10 Access to Recreation Facilities	1
1		Credit 11 Visitability and Universal Design	1
2		Credit 12 Community Outreach and Involvement	2
1		Credit 13 Local Food Production	1
2		Credit 14 Tree-Lined and Shaded Streets	2
1		Credit 15 Neighborhood Schools	1

Yes ? No

6 0 23

Green Infrastructure and Buildings 29 Points Possible

Y	Description	Required
Y	Prereq 1 Certified Green Building	Required
Y	Prereq 2 Minimum Building Energy Efficiency	Required
Y	Prereq 3 Minimum Building Water Efficiency	Required
Y	Prereq 4 Construction Activity Pollution Prevention	Required

Yes ? No

2 0 5

Green Infrastructure and Buildings, Continued

Y	Points	Description	Required
2		Credit 1 Certified Green Buildings	5
1		Credit 2 Building Energy Efficiency	2
1		Credit 3 Building Water Efficiency	1
1		Credit 4 Water-Efficient Landscaping	1
	1	Credit 5 Existing Building Use	1
	1	Credit 6 Historic Resource Preservation and Adaptive Reuse	1
	1	Credit 7 Minimized Site Disturbance in Design and Construction	1
	4	Credit 8 Stormwater Management	4
	1	Credit 9 Heat Island Reduction	1
	1	Credit 10 Solar Orientation	1
	3	Credit 11 On-Site Renewable Energy Sources	3
	2	Credit 12 District Heating and Cooling	2
1		Credit 13 Infrastructure Energy Efficiency	1
	2	Credit 14 Wastewater Management	2
	1	Credit 15 Recycled Content in Infrastructure	1
1		Credit 16 Solid Waste Management Infrastructure	1
	1	Credit 17 Light Pollution Reduction	1

Yes ? No

4 0 0

Innovation and Design Process 6 Points

Y	Points	Description	Required
1		Credit 1. Exemplary Performance: SLL #3 Locations/reduced auto	1
1		Credit 1. Innovation and Exemplary Performance: Provide Specific Title	1
1		Credit 1. Innovation and Exemplary Performance: Provide Specific Title	1
1		Credit 1. Innovation and Exemplary Performance: Provide Specific Title	1
1		Credit 1. Innovation and Exemplary Performance: Provide Specific Title	1
1		Credit 2 LEED Accredited Professional	1

Yes ? No

2 0 1

Regional Priority Credit 4 Points

Y	Points	Description	Required
1		Credit 1. Regional Priority Credit: Region Defined	1
1		Credit 1. Regional Priority Credit: Region Defined	1
	1	Credit 1. Regional Priority Credit: Site Design For Habitat	1
	1	Credit 1. Regional Priority Credit: Mixed income Diversity	1

Yes ? No

55 1 49

Project Totals (Certification estimates) 110 Points

Certified: 40-49 points, Silver: 50-59 points, Gold: 60-79 points, Platinum: 80+ points

Name:

**Narrative Attachment 43:
Documentation for Green
Development and Energy
Efficiency Strategies**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att43DocGreenDevelEnerEff

Green Development Documentation

Green Development and Energy Efficiency:

Sustainability is a key component of the Westlawn Housing Development revitalization and is woven into every element of the proposal, reflecting HACM's long track record with green, sustainable development. HACM is a leader in the promotion and use of Energy Star technology and has been a member of the EPA's Energy Star Buildings and Green Lights Partnership since 1999. In 2007, HACM received an award for Sustained Excellence in Building Performance from Wisconsin Energy Star Homes.

In the revitalization at Westlawn Gardens HACM received a LEED for Neighborhood development (LEED ND) Silver Certification – the highest such rating in the nation. A LEED for Homes Platinum Certification for a single home was also achieved, with all other homes being built to the same standards and specifications. HACM will continue the same site and building development practices so that all subsequent phases are designed and constructed to similarly high standards of Green Building and Energy Efficiency. As such, our proposed, preliminary LEED for Homes (for both Single Family and Lowrise Multifamily) and LEED ND Criteria Checklists for the Westlawn Housing Development are included for reference in Attachments 42 and 43. In addition, we also anticipate achieving a National Green Building Standards (NGBS) Certification for all new homes.

In addition to the mandatory requirements for each of these standards, we plan to include the following general practices:

Integrated Design Approach: As with earlier phases, HACM will use an integrated design approach to the revitalization of the Westlawn Housing Development, involving the full development team at every stage.

Neighborhood Design: The Westlawn Housing Development site is located within a previously developed community, with close access to public transportation, shopping, schools, public infrastructure, jobs, etc. The proposed revitalization will strengthen Westlawn's linkages with the surrounding community, adding new streets, sidewalks, and other connections and be built with a mix of densities that support a high degree of neighborhood services while allowing for a transition down to the surrounding context. Public open space will be provided throughout the development and residents will have access to community gardens that not only provide access to fresh food but opportunities for involvement and a connection with the outdoors.

Site Improvements: HACM will meet the requirements for environmental remediation, erosion and sedimentation

control, and landscaping will utilize native species and strategic placement of trees and plants that provide shade in summer and allow for heat gain in winter. A combination of creative approaches to handling storm water will be included in ways that are not only effective, but that serve as a public amenity. Where possible, existing site infrastructure will be reutilized.

Energy Efficiency and Water Conservation:

Energy Star standards will be met throughout, including for all appliances and lighting. With the exception of the midrises, electricity will be individually metered to each unit raising resident awareness. All exterior lighting will be on sensors or timers to insure efficient use. In general, HACM is interested in maximizing the development's Home Energy Rating System (HERS) score exceeding that which is typical for these types of construction, including using HVAC systems with Seasonal Energy Efficiency Ratios (SEERs) as high as 16 or 18. In addition, emphasis will be placed on maximizing the insulation value and minimizing the amount of air leakage for all building envelopes. Although HACM does not believe it will be able to include on-site renewable energy sources at this time, units will be designed to make their future incorporation as seamless as possible. In addition to the conservation of water supported by the use of native landscapes, HACM will install high efficiency water conserving appliances and fixtures throughout residential units.

Material and Resources: Consistent with earlier phases, HACM will strive to maximize the use of environmentally preferable products and systems. In addition, HACM expects to utilize similar strategies relative to waste management, which to date has achieved diversion rates as high as 80% thanks to a number of strategies including panelized construction.

Healthy Living Environment: HACM and its team will comply with all the mandatory checklist items from each rating system, governing adequate ventilation, healthy air quality, preventing moisture infiltration, and keeping pests and pollutants out. The project also greatly benefits from the choice not to include attached garages, which pose additional challenges to indoor air quality.

Awareness, Operations and Maintenance:

In addition to providing manuals to both maintenance staff and residents, HACM will also provide new resident orientations that highlight all the green features of the new development. In addition, HACM will seek to raise public awareness of the site's sustainability, likely through a combination of multimedia tools, articles and signage.



for Homes

LEED for Homes Simplified Project Checklist

Builder Name:	Altius Construction - Ryan Raskin
Project Team Leader (if different):	Phil Vetterkind, Sustainable Building Solutions
Home Address (Street/City/State):	6220 W. Birch Ave, Milwaukee, WI

Westlawn Housing Development

Project Description:

Building type: **Single Family and Multi-family Low-rise** Project type: **Large Production**
 # of units: **All New Units** Avg. Home Size Adjustment: **1080 sq. ft.**

Adjusted Certification Thresholds

Certified: **45.0** Gold: **75.0**
 Silver: **60.0** Platinum: **90.0**

Project Point Total	Final Credit Category Total Points				
Prelim: 89.5 + 24.5 maybe pts	Final: 77	ID: 9	SS: 13	EA: 10	EQ: 17
Certification Level		LL: 10	WE: 5	MR: 11	AE: 2
Prelim: Gold	Final: Gold				

date last updated : 2/5/2015
 last updated by : **Murphy Antoine**

		Max Points	Project Points				
			Preliminary	Final			
Innovation and Design Process (ID) (No Minimum Points Required)		Max	Y/Pts	Maybe	No	Y/Pts	
1. Integrated Project Planning	1.1 Preliminary Rating	Prereq	Y			Y	
	1.2 Integrated Project Team	1	1	0		1	
	1.3 Professional Credentialed with Respect to LEED for Homes	1	1	0		1	
	1.4 Design Charrette	1	1	0		1	
	1.5 Building Orientation for Solar Design	1	0	0	N	0	
2. Durability Management Process	2.1 Durability Planning	Prereq	Y			Y	
	2.2 Durability Management	Prereq	Y			Y	
	2.3 Third-Party Durability Management Verification	3	3	0		3	
3. Innovative or Regional Design	3.1 Innovation #1	1	1	0		1	
	3.2 Innovation #2	1	1	0		1	
	3.3 Innovation #3	1	1	0		1	
	3.4 Innovation #4	1	0	0		0	
<i>Sub-Total for ID Category:</i>		11	9	0		9	
Location and Linkages (LL) (No Minimum Points Required)		Max	Y/Pts	Maybe	No	Y/Pts	
1. LEED ND	1 LEED for Neighborhood Development	LL2-6	10	10	0	10	
2. Site Selection	2 Site Selection		2	0	0	0	
3. Preferred Locations	3.1 Edge Development	LL 3.2	1	0	0	N	0
	3.2 Infill		2	0	0	0	
	3.3 Previously Developed		1	0	0	0	
4. Infrastructure	4 Existing Infrastructure		1	0	0	0	
5. Community Resources/ Transit	5.1 Basic Community Resources / Transit	LL 5.2, 5.3	1	0	0	N	0
	5.2 Extensive Community Resources / Transit	LL 5.3	2	0	0	N	0
	5.3 Outstanding Community Resources / Transit		3	0	0	0	
6. Access to Open Space	6 Access to Open Space		1	0	0	0	
<i>Sub-Total for LL Category:</i>		10	10	0		10	
Sustainable Sites (SS) (Minimum of 5 SS Points Required)		OR	Max	Y/Pts	Maybe	No	Y/Pts
1. Site Stewardship	1.1 Erosion Controls During Construction		Prereq	Y			Y
	1.2 Minimize Disturbed Area of Site		1	1	0		1
2. Landscaping	2.1 No Invasive Plants		Prereq	Y			Y
	2.2 Basic Landscape Design	SS 2.5	2	2	0		2
	2.3 Limit Conventional Turf	SS 2.5	3	3	0		3
	2.4 Drought Tolerant Plants	SS 2.5	2	1	0		1
	2.5 Reduce Overall Irrigation Demand by at Least 20%		6	0	6		0
3. Local Heat Island Effects	3 Reduce Local Heat Island Effects		1	0	0		0
4. Surface Water Management	4.1 Permeable Lot		4	0	0		0
	4.2 Permanent Erosion Controls		1	1	0	N	1
	4.3 Management of Run-off from Roof		2	0	0	N	0
5. Nontoxic Pest Control	5 Pest Control Alternatives		2	2	0		2
6. Compact Development	6.1 Moderate Density	SS 6.2, 6.3	2	0	0	N	0
	6.2 High Density	SS 6.3	3	3	0		3
	6.3 Very High Density		4	0	0	N	0
<i>Sub-Total for SS Category:</i>			22	13	6		13

LEED for Homes Simplified Project Checklist (continued)

				Max Points	Project Points Preliminary			Final
				Max	Y/Pts	Maybe	No	Y/Pts
Water Efficiency (WE) (Minimum of 3 WE Points Required) OR								
1. Water Reuse	1.1	Rainwater Harvesting System	WE 1.3	4	0	0	N	0
	1.2	Graywater Reuse System	WE 1.3	1	0	0	N	0
	1.3	Use of Municipal Recycled Water System		3	0	0	N	0
2. Irrigation System	2.1	High Efficiency Irrigation System	WE 2.3	3	0	0	N	0
	2.2	Third Party Inspection	WE 2.3	1	0	0	N	0
	2.3	Reduce Overall Irrigation Demand by at Least 45%		4	0	0	N	0
3. Indoor Water Use	3.1	High-Efficiency Fixtures and Fittings		3	1	0		1
	3.2	Very High Efficiency Fixtures and Fittings		6	4	0		4
<i>Sub-Total for WE Category:</i>				15	5	0		5
Energy and Atmosphere (EA) (Minimum of 0 EA Points Required) OR								
1. Optimize Energy Performance	1.1	Performance of ENERGY STAR for Homes		Prereq	Y			Y
	1.2	Exceptional Energy Performance		34	8	0		8
7. Water Heating	7.1	Efficient Hot Water Distribution		2	0	0	N	0
	7.2	Pipe Insulation		1	1	0		1
11. Residential Refrigerant Management	11.1	Refrigerant Charge Test		Prereq	Y			Y
	11.2	Appropriate HVAC Refrigerants		1	1	0		1
<i>Sub-Total for EA Category:</i>				38	22.5	3		10
Materials and Resources (MR) (Minimum of 2 MR Points Required) OR								
1. Material-Efficient Framing	1.1	Framing Order Waste Factor Limit		Prereq	Y			Y
	1.2	Detailed Framing Documents	MR 1.5	1	0	0	N	0
	1.3	Detailed Cut List and Lumber Order	MR 1.5	1	0	0	N	0
	1.4	Framing Efficiencies	MR 1.5	3	0	0	N	0
	1.5	Off-site Fabrication		4	4	0		4
2. Environmentally Preferable Products	2.1	FSC Certified Tropical Wood		Prereq	Y			Y
	2.2	Environmentally Preferable Products		8	4.5	2		4.5
3. Waste Management	3.1	Construction Waste Management Planning		Prereq	Y			Y
	3.2	Construction Waste Reduction		3	2.5	0.5		2.5
<i>Sub-Total for MR Category:</i>				16	11	2.5		11
Indoor Environmental Quality (EQ) (Minimum of 6 EQ Points Required) OR								
1. ENERGY STAR with IAP	1	ENERGY STAR with Indoor Air Package		13	0	13		0
2. Combustion Venting	2.1	Basic Combustion Venting Measures	EQ 1	Prereq	Y			Y
	2.2	Enhanced Combustion Venting Measures	EQ 1	2	2	0		2
3. Moisture Control	3	Moisture Load Control	EQ 1	1	0	1	N	0
4. Outdoor Air Ventilation	4.1	Basic Outdoor Air Ventilation	EQ 1	Prereq	Y			Y
	4.2	Enhanced Outdoor Air Ventilation		2	2	0		2
	4.3	Third-Party Performance Testing	EQ 1	1	1	0		1
5. Local Exhaust	5.1	Basic Local Exhaust	EQ 1	Prereq	Y			Y
	5.2	Enhanced Local Exhaust		1	1	0		1
	5.3	Third-Party Performance Testing		1	1	0		1
6. Distribution of Space Heating and Cooling	6.1	Room-by-Room Load Calculations	EQ 1	Prereq	Y			Y
	6.2	Return Air Flow / Room by Room Controls	EQ 1	1	1	0		1
	6.3	Third-Party Performance Test / Multiple Zones	EQ 1	2	2	0		2
7. Air Filtering	7.1	Good Filters	EQ 1	Prereq	Y			Y
	7.2	Better Filters	EQ 7.3	1	1	0		1
	7.3	Best Filters		2	0	0	N	0
8. Contaminant Control	8.1	Indoor Contaminant Control during Construction	EQ 1	1	1	0		1
	8.2	Indoor Contaminant Control		2	0	0	N	0
	8.3	Preoccupancy Flush	EQ 1	1	1	0		1
9. Radon Protection	9.1	Radon-Resistant Construction in High-Risk Areas	EQ 1	Prereq	Y			Y
	9.2	Radon-Resistant Construction in Moderate-Risk Areas	EQ 1	1	1	0		1
10. Garage Pollutant Protection	10.1	No HVAC in Garage	EQ 1	Prereq	Y			Y
	10.2	Minimize Pollutants from Garage	EQ 1, 10.4	2	0	0	N	0
	10.3	Exhaust Fan in Garage	EQ 1, 10.4	1	0	0	N	0
	10.4	Detached Garage or No Garage	EQ 1	3	3	0		3
<i>Sub-Total for EQ Category:</i>				21	17	13		17
Awareness and Education (AE) (Minimum of 0 AE Points Required)								
1. Education of the Homeowner or Tenant	1.1	Basic Operations Training		Prereq	Y			Y
	1.2	Enhanced Training		1	1	0		1
	1.3	Public Awareness		1	1	0		1
2. Education of Building Manager	2	Education of Building Manager		1	0	0		0
<i>Sub-Total for AE Category:</i>				3	2	0		2

LEED for Homes Simplified Project Checklist
Addendum: Prescriptive Approach for Energy and Atmosphere (EA) Credits

Points cannot be earned in both the Prescriptive (below) and the Performance Approach (pg 2) of the EA section.

Energy and Atmosphere (EA)				OR	Max Points	Project Points			
(No Minimum Points Required)						Y/Pts	Maybe	No	Y/Pts
2. Insulation	2.1	Basic Insulation		Prereq	Y			Y	
	2.2	Enhanced Insulation		2	2	0		0	
3. Air Infiltration	3.1	Reduced Envelope Leakage		Prereq	Y				
	3.2	Greatly Reduced Envelope Leakage		2	0	0		0	
	3.3	Minimal Envelope Leakage	EA 3.2	3	3	0		0	
4. Windows	4.1	Good Windows		Prereq	Y			Y	
	4.2	Enhanced Windows		2	2	0		0	
	4.3	Exceptional Windows	EA 4.2	3	0	0	N	0	
5. Heating and Cooling Distribution System	5.1	Reduced Distribution Losses		Prereq	Y			Y	
	5.2	Greatly Reduced Distribution Losses		2	2	0		0	
	5.3	Minimal Distribution Losses	EA 5.2	3	0	3		0	
6. Space Heating and Cooling Equipment	6.1	Good HVAC Design and Installation		Prereq	Y			Y	
	6.2	High-Efficiency HVAC		2	0	0		0	
	6.3	Very High Efficiency HVAC	EA 6.2	4	4	0		0	
7. Water Heating	7.1	Efficient Hot Water Distribution		2	0	0	N	0	
	7.2	Pipe Insulation		1	1	0		0	
	7.3	Efficient Domestic Hot Water Equipment		3	3	0		0	
8. Lighting	8.1	ENERGY STAR Lights		Prereq	Y			Y	
	8.2	Improved Lighting		2	0	0	N	0	
	8.3	Advanced Lighting Package	EA 8.2	3	3	0		0	
9. Appliances	9.1	High-Efficiency Appliances		2	1.5	0		0	
	9.2	Water-Efficient Clothes Washer		1	0	0	N	0	
10. Renewable Energy	10	Renewable Energy System		10	0	0	N	0	
11. Residential Refrigerant Management	11.1	Refrigerant Charge Test		Prereq	Y			Y	
	11.2	Appropriate HVAC Refrigerants		1	1	0		0	
<i>Sub-Total for EA Category:</i>					38	22.5	3	10	

Name:

**Narrative Attachment 44:
Land Use Approvals**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att44LandUseApprovals



Department of City Development
City Plan Commission
Redevelopment Authority of the City of Milwaukee
Neighborhood Improvement Development Corporation

Rocky Marcoux
Commissioner
rmarco@milwaukee.gov

Martha L. Brown
Deputy Commissioner
mbrown@milwaukee.gov

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Milwaukee, WI 53202

RE: Land Use Certification for the FY2014/2015 Choice Neighborhoods Initiative –
Implementation grant for the transformation of the Westlawn Neighborhood.

Dear Mayor Barrett:

As the appropriate local official with the necessary authority for the City of Milwaukee, I am familiar with the plans for the Westlawn neighborhood as developed for the FY 2014/2015 Choice Neighborhoods Implementation grant application to the U.S. Department of Housing and Urban Development.

The proposed family residential homes, apartment buildings, grocery store, splash pad, and retail space are permitted uses under the existing City of Milwaukee Detailed Planned Development Zoning for the targeted Westlawn site. I hereby certify that all required discretionary land use approvals, other than any required design review, have been secured for the developed and undeveloped land. These discretionary land use approvals include the first phase of development, regardless of the proposed land use type (e.g. retail, commercial, housing, etc.), and all land use approvals for all housing planned, regardless of how they will be financed (i.e., whether with Choice Neighborhoods grant funds or leveraged funds).

Should you have any questions or require any further information, please do not hesitate to contact me. We look forward to the implementation of this exciting transformation plan for the Westlawn neighborhood.

Sincerely,

Vanessa L. Koster
Planning Manager



Name:

**Narrative Attachment 45:
Federally Qualified Health Center**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att45FedQualifiedHealthCtr



Mission: To provide accessible, quality, primary and related health care services to Milwaukee residents, with our continuing emphasis on medically underserved families and individuals.

January 28, 2015

Mayor Tom Barrett
City Hall
200 East Wells Street Room 201
Milwaukee, Wisconsin 53202

Dear Mayor Barrett:

As President and Chief Executive Officer of Milwaukee Health Services, Inc., I am pleased to provide this letter of commitment in support of your 2014 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood.

Milwaukee Health Services, Inc. (MHSI) is a Federally Qualified Health Center (FQHC) that operates from two (2) sites: the MLK Heritage Health Center at 2555 N. Martin Luther King Drive and the Isaac Coggs Heritage Health Connection at 8200 W. Silver Spring Drive. MHSI offers a range of primary health care services including physician, dental, behavioral, benefit determination, and pharmacy. As an FQHC, we service everyone regardless of income, or third party coverage, and seek to provide high quality care in accessible locations and at convenient times. Our two sites primarily target the residents of Milwaukee's north side, but we service patients from all over the county.

Thus, we want to confirm that Westlawn, which is located only 14 blocks from our Isaac Coggs Heritage Health clinic, is in our focus area. In addition, we want to confirm our commitment to working with the Housing Authority and its staff and partners to collaborate on health strategies related to your Westlawn transformation plan. We believe that the strategies that we can be most effective with include assisting those residents without a primary care medical home to become a patient at the Isaac Coggs Heritage Health Center, and to continue ongoing clinic services for those already connected to MHSI (your resident survey indicated that over 6% of residents currently already use the clinic). We also would like to provide some health promotion and education and information programs geared towards the residents of Westlawn during the grant period.

New Leverage

MHSI firmly commits to providing the following new activities in support of the People component of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development:

"Your Health Is Our Business"

EST. 1989

**Martin Luther King
Heritage Health Center
ADMINISTRATION**
2555 North MLK Drive
Milwaukee, WI 53212
(414) 267-2022
(414) 372-7420 fax

**Isaac Coggs Heritage
Health Center**
8200 West Silver
Spring Drive
Milwaukee, WI 53218
(414) 760-3900

www.mhsi.org

1. Expanded outreach to Westlawn residents: It is our understanding that one of the major health strategies described in your grant is to outreach to persons that do not currently have a medical home and connect them to a quality medical home. Considering that MHSI serves all regardless of third party coverage, we believe that MHSI would be a good medical home for those Westlawn residents that do not have one currently. Our staff will work closely with your case managers to reach out to these residents and will do outreach and promotion to residents of Westlawn at Resident Council meetings and through mailings/flyers. We estimate that this commitment will entail 8 hours of staff time per month x \$16.94/hour (salary and benefits) x 60 months of the grant, or \$8,131 total leverage.

Milwaukee Health Services, Inc. strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



Tito Izard, M.D.
President/Chief Executive Officer

TI/gnv

Name:

**Narrative Attachment 46:
Section 3 Annual Summary Report**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att46Sec3AnnualSummaryReport

N/A

Name:

**Narrative Attachment 47:
Anchor Institution Engagement**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att47AnchorInstitutionEngagement

N/A

Name:

**Narrative Attachment 48:
Organizational Chart**

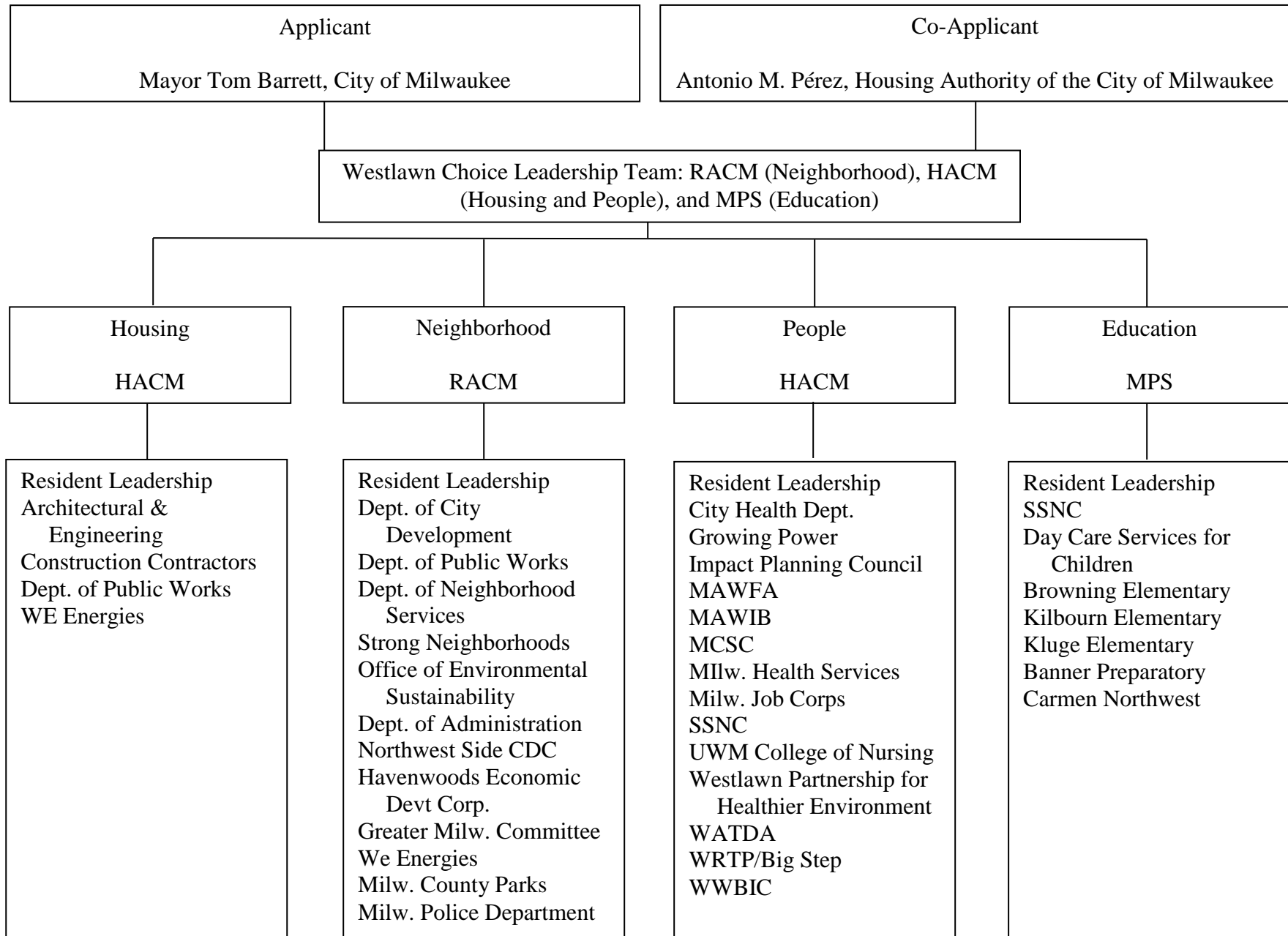
Name of Lead Applicant:

City of Milwaukee

Name of File:

Att48OrganizationalChart

Organizational Flowchart Attachment 48



Name:

**Narrative Attachment 49:
Program Schedule**

Name of Lead Applicant:
City of Milwaukee

Name of File:
Att49ProgramSchedule

ATTACHMENT 49 - Program Schedule

Grant Deadlines/ Milestones

Grant Award (final fund obligation deadline)	09/30/2015
Grant Agreement Executed	01/31/2016
Environmental Assessment	11/01/2015
Final Expenditure Deadline	09/30/2021
Final Report and all Grant Close-out Documentation Submitted to HUD	12/15/2021

Housing	Start	Finish
Closing of first phase	01/31/ 2016	05/01/2016
Relocation of Residents	01/15/2016	03/31/2017
Demolition	04/01/2016	06/01/2017
Phase 1 Construction – 10 Units	06/01/2016	02/28/2017
Phase 2 Construction – 136 Units	08/08/2017	09/30/2019
Phase 3 Construction - 203 Units	10/01/2018	12/31/2020
Phase 4 Construction – 45 Units	05/01/2019	08/31/2020
Phase 5 Construction – 135 Units	04/01/2016	09/30/2021
Phase 6 Construction - 50 Units	06/01/2018	09/30/2021

People	Start	Finish
Case Management Services	11/01/2015	Ongoing beyond grant
Health Care Home / Health Insurance Awareness Program	11/01/2015	Ongoing beyond grant

Enhanced Youth Develop. Afterschool Program (SSNC)	11/01/2015	Ongoing beyond grant
Job Skills Training (SSNC, MATC, MAWIB etc.)	11/01/2015	Ongoing beyond grant
Enhanced ECE Programs and Participation (SSNC,MPS)	11/01/2015	Ongoing beyond grant
Enhanced K-12 Educational Programs (MPS)	11/01/2015	Ongoing beyond grant
Outreach, Enrollment & Parental Involvement Program	11/01/2015	Ongoing beyond grant
Section 3 Program for Construction Employment (HACM)	11/01/2015	12/15/2021

People

Retail Corridor Improvements (DCD, HEDC)	06/01/2016	09/30/2021
Foreclosed Property Acquisition Program	11/01/2015	09/30/2021
Housing Rehab/Construction	04/01/2017	09/30/2021
Neighborhood Watch and Beat Patrol Program	11/01/2015	09/30/2021
Business Dev. Program (Fresh Foods Initiative of GP)	06/01/2017	09/30/2021

Critical Community Improvements

Westlawn Retail Space Development (HACM, MEDC)	10/01/2018	12/31/2020
Retail facade grants (Silver Spring between 51 st and 76 th)	11/01/2015	9/30/2021
Foreclosure / home assistance Program	11/01/2015	12/31/2019
Healthy Neighborhoods Initiative	11/01/2015	12/31/2019
Financing for commercial & ED. projects	01/01/2017	12/31/2021
Construction of water playground	04/01/2017	09/01/2017

Name:

**Narrative Attachment 50:
Evidence-based Decision Making**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att50Evidence-BasedDecisnMaking



The Creative Curriculum[®] for Preschool A Comprehensive, Integrated Curriculum and Assessment System

To ensure positive outcomes for children who attend pre-kindergarten, programs need an appropriate and effective curriculum and assessment system. The National Association for the Education of Young Children (NAEYC) and the National Association of Early Childhood Specialists in State Departments of Education (NAECS/SDE) recently published definitions of appropriate curriculum and assessment and provided indicators of effectiveness. The Joint Position Statement, *Early Childhood Curriculum, Assessment and Program Evaluation: Building an Effective, Accountable System in Programs Birth Through Age 8* (2003) provides clear guidance for determining whether a curriculum and assessment system is likely to produce positive outcomes for children, preparing them for success in school and in life.

The Creative Curriculum for Preschool Is Comprehensive

The definition of comprehensive curriculum presented in the Joint Position Statement differs from narrower approaches that define curriculum as a sequence of lessons. Comprehensive approaches to curriculum are based on an understanding of the complex social/emotional, physical, and cognitive development of young children and take into account the way preschool-aged children learn. A comprehensive curriculum provides guidance on the many factors that lead to a high-quality program and presents all aspects of teaching young children effectively. This thorough guidance contrasts with approaches that give teachers a rigid script to follow.

The Creative Curriculum for Preschool is a comprehensive curriculum, linked to an assessment system, that fully meets the criteria for appropriateness and effectiveness. It addresses teachers' need to know **what** to teach and **why**, and **how** children learn best. With such a curriculum, teachers can respond to the individual needs and learning styles of all of their children. It is one of the only curriculum and assessment systems that is inclusive of all children—those developing typically, children with disabilities, and English language learners.

The Creative Curriculum for Preschool specifies the literacy, math, science, social studies, arts, and technology content to be taught, based on published standards. It relates directly to the subject area curricula used in elementary schools, so children's learning in preschool forms the basis of all of the learning that will follow.

The Creative Curriculum for Preschool Is Scientifically Based

The Creative Curriculum for Preschool, 4th edition and *Literacy: The Creative Curriculum[®] Approach* draw on research from over 100 scientific studies, including the work of Drs. Christopher Lonigan (2000), Grover Whitehurst (1998), Susan Neuman (1990, 1991, 1998), and Joseph Torgesen (1998), as well as research syntheses by the National Early Literacy Panel

(2004) and the National Reading Panel (2000). The curriculum translates findings from these studies into specific instructional strategies to improve literacy and language outcomes for children. *Mathematics: The Creative Curriculum® Approach* translates the findings of Baroody (2004), Clements (1997, 1999, 2003, 2004), Copley (2000, 2004, 2005), Starkey (1992) and others into carefully planned strategies and specific lessons to improve mathematics outcomes for children.

The Creative Curriculum for Preschool is a scientifically based, research-tested model. To date, four studies have been conducted to evaluate the effectiveness of *The Creative Curriculum for Preschool*. The most recent study was conducted by Philliber Research Associates for The Hartford Foundation for Public Giving. This evaluation of 188 children enrolled in 14 childcare centers found significant gains for children who were in classrooms receiving *The Creative Curriculum* intervention. Using the Early Screening Profiles, researchers found that children in *The Creative Curriculum* classrooms made statistically significant gains in the cognitive/language profile, motor profile, and self-help profile over what would be expected of children of the same age during the same amount of time. In addition, an evaluation of the Department of Defense Sure Start program (Abbott-Shim, 2000), involved nearly 100 children in 10 randomly selected classrooms using *The Creative Curriculum*. Trained data collectors administered classroom observations, child assessments, and parent questionnaires to determine the quality of classroom teaching practices and to assess children's developmental gains. Another study, conducted by the Louisiana Department of Education (LDE, 2001), also examined developmental gains for children in classrooms using *The Creative Curriculum*. The results indicated positive average gains in three developmental areas: social/emotional development, cognitive development, and physical development. Finally, The Family and Child Experiences Survey (FACES), sponsored by the US Department of Health and Human Services, found that *The Creative Curriculum* was the most widely used curriculum in Head Start and that programs that used an integrated curriculum showed greater gains in several cognitive and social/emotional areas.

The Creative Curriculum for Preschool Is a Complete System

The Creative Curriculum system includes the following:

- A review of current research and learning theory, described in practical terms so that teachers can understand and explain to others the reasons for their instructional approaches.
- An overview of child development knowledge and the many ways that children are unique, including temperament, learning styles, interests, life experiences, culture, and special needs.
- Strategies for setting up a learning environment—the context for teaching. It shows teachers how to select and organize materials and to arrange a classroom; how to create a balanced schedule and routines; and how to build a classroom community, teach social skills and conflict-resolution strategies, and handle challenging behaviors.
- The content to be taught—the knowledge and skills children are expected to learn in literacy, math, science, social studies, the arts, and technology. The content is based on standards in each subject area and correlates well with elementary school curricula and state early learning standards.
- A wide range of instructional strategies so that teachers can take full advantage of multiple opportunities for intentional teaching during large- and small-group times, teachable moments, and long-term studies.

CURRICULUM , continued

Indicators of Effectiveness	How <i>The Creative CurriculumSM for Preschool</i> Meets This Indicator
Curriculum builds on prior learning and experience.	Teachers find out what children know and can do through ongoing assessment: observing, conversing, and discussing with families. This information serves as a starting point for determining the new concepts to be learned.
Curriculum is comprehensive.	<i>The Creative Curriculum for Preschool</i> is comprehensive and addresses all areas of development: social/emotional, physical, cognitive, and language. It also includes all subject-matter areas: literacy, math, science, social studies, the arts, and technology.
Professional standards validate the curriculum's subject-matter content.	Content for the curriculum was based on national standards of the various professional organizations. A recent review by the Florida Center for Reading Research indicates that the literacy "content information provided for teachers is aligned with current research."
The curriculum is likely to benefit children.	Research indicates that <i>The Creative Curriculum for Preschool</i> , when implemented as intended, will result in positive child outcomes. (See the Web site, www.TeachingStrategies.com for a research summary.)



Policy Factsheet

After-School Programs with Academic Support Services

Reasons for Policy

- An estimated 15% of children aged 6-12 are regularly unsupervised after school.^[1]
- More than two-thirds of low- and moderate-income youth do not have parental supervision available after school.^[2]
- Unstructured, unsupervised after-school time is associated with increased violence, delinquency, sexual intercourse, smoking, alcohol and drug use, and poor academic outcomes.^[3]

Community Groups

- Local Consumer Protection Agencies
- Local District Attorney
- Local Government

Policy Components

- Provide positive adult supervision while offering academic, youth development, and recreational activities
- Employ evidence-based training methods for the program that incorporate a planned set of activities which use active forms of learning to target positive youth development
- Involve partnerships between community-based organizations (and/or universities) and schools

Desired Outcomes

- Reduced risk-taking behaviors
- Positive youth development
- Enhanced academic, social, emotional, and behavioral growth

Level of Evidence Available to Evaluate Effectiveness of Policy

For all policies we describe on this website, we have applied the Standards of Evidence as defined by Flay et al. (2005) in the Standards of Evidence document published by Prevention Science.

The effectiveness level of this policy is 1: Evidence-Based Policies Meeting Criteria for Effectiveness.

The levels of effectiveness as noted are:

1. meets criteria for policy effectiveness (consistent, positive outcomes from at least two high-quality experimental or quasi-experimental trials using a comparison group or interrupted time series design);
2. consistent evidence available linking policy with positive outcomes from high-quality observational studies only;
3. insufficient evidence available for policy or policy components.

Achievable Results

The following summary of achievable results is based on a published review of the scientific evidence.^[4]

Significant improvements have been observed for:

- Reading achievement among students at risk for school failure (small effect size of 0.07)^[5]
- Mathematics achievement among students at risk for school failure (moderate effect size of 0.26)^[5]
- Child self-perceptions, including self-esteem, self-concept, self-efficacy (moderate effect size of 0.34)^[6]
- School bonding (small effect size of 0.14)^[6]
- Appropriate behavioral control (small effect size of 0.18)^[6]
- Performance on standardized school achievement tests (small effect size of 0.16)^[6]
- Grades in school (small effect size of 0.11)^[6]

Significant reductions have been observed for:

- Problem behaviors, including non-compliance, aggression, delinquent acts, disciplinary referrals, and rebelliousness (small effect size of 0.19)^[6]
- Self-reported drug use (small effect size of 0.11)^[6]

Community Examples

- [SeaTac, Washington facilitates before and after school camps for local children throughout the school year.](#)
- [Broward, Florida host before and after school programs for elementary and middle school children.](#)

Links to Policy Examples

- [\[SeaTac, WA, Ordinance 92-1017\] \(http://www.ci.seatac.wa.us/Modules/ShowDocument.aspx?documentid=802 \(page 89\) ""Establishes compensation plan for After School workers""\)](#)
- [Broward, FL, Chapter 7 Ord. No. 2004-02, § 1, 2-10-04](#)

References

1. Vandiere, S, Tout, K, Zaslow, M, Clakins, J, & Capizzano, J (2003). Unsupervised time: Family and child factors associated with self-care. Washington, DC: Urban Institute. [↗](#)
2. US Bureau of Labor Statistics (2000). Families with own children: Employment status of parents by age of youngest child and family type, 2001-2002 annual averages. Retrieved from <http://www.bls.gov/news.release/famee/t04.htm>. [↗](#)
3. U.S. Department of Education & U.S. Department of Justice (2000). Working for children and families: Safe and smart after-school programs. Washington, DC: Government Printing Office. Retrieved from <http://www.ed.gov>. [↗](#)
4. Flay, BR, Biglan, A, Boruch, RF, Ganzalez Castro, F, Gottfredson, D, Kellam, S, Moscicki, EK, Schinke, S, Valentine, JC, & Ji, P (2005). Standards of evidence: Criteria for efficacy, effectiveness and dissemination. *Prevention Science*, 6(3), 151-175. [↗](#)
5. Laner, PA, Akiba, M, Wilderson, SB, Aphorp, HS, Snow, D, & Martin-Glenn, ML (2006). Out-of-school-time programs: A meta-analysis of effects for at-risk students. *Review of Educational Research*, 76(2), 275-313. [↗](#)
6. Durlak, JA & Weissberg, RP (2007). The impact of after-school programs that seek to promote personal and social skills. Chicago, IL: The Collaborative for Academic, Social and Emotional Learning. [↗](#)

Blog Roll

PNRC Member Blogs

[Finding the YES in Prevention](#)

Posted by: LaDonna Coy, MHR, CPS, CDLA
feedproxy.google.com

[A Conversation with Jerry Patterson about Coercion](#)

Comprehensive Literacy Plan

The MPS Comprehensive Literacy Plan was developed in response to the 2008 External Literacy Review report, the work of the Literacy Self-Study Committee and the MPS Strategic Plan reading goal to design a plan of action to increase Pre-K-Grade 12 reading achievement. As a key component of literacy reform in MPS, this blueprint has been designed to guide the development of consistent quality Pre-K-Grade 12 literacy instruction, assessment and professional development across the district. This new grade specific and cross-department document represents the work of school and district-level staff and community and university partners.

To provide clarity regarding what constitutes effective literacy instruction, the MPS Comprehensive Literacy Plan identifies what is recommended in daily practice for reading and writing instruction at each grade level. Aligned with the MPS Comprehensive Literacy Framework, Common Core State Standards and research-based best-practices, the plan employs explicit, intentional and differentiated instruction centered on the needs of all students. Its main purpose is to address rigor in curriculum content and the manner in which the content is delivered. Moving from a celebrated history of decentralization to the current curricular coherence demands an articulation of detailed practices that must be implemented in grade levels and classrooms across the district.

Acknowledgement of the developmental nature of literacy is the key premise of the MPS Comprehensive Literacy Plan. An effective district-wide comprehensive literacy program is a powerful vehicle that enables students to become successful, independent readers and writers. Exemplary teachers provide a comprehensive program by providing meaningful instruction in reading, writing, listening, speaking, language, viewing and literature. As they model good reading and writing, they connect skills and strategy development across the literacy continuum. The structure of the MPS Comprehensive Literacy Plan is based on three main elements. Lessons begin with whole group instruction designed to introduce grade-level skills and concepts to all students. The majority of time in the literacy block is dedicated to differentiated small group instruction configured to provide students with meaningful learning experiences designed to meet specific learning needs. Finally, all students reconnect during the whole group instruction to conclude the reading or writing portion of the literacy block. This three-element design is based on best practice in instructional design. Differentiated instruction theory purports that learners respond most readily to lessons tailored to meet their particular instructional needs. All teachers should be able to regularly assess student reading difficulties and strengths in order to provide appropriate differentiated instruction to meet individual needs. Literacy must be viewed as the ability of individuals to communicate effectively for the real world. This must involve teaching the abilities to listen, read, write, speak and view things with thinking being an integral part of each process.

MPS educators, including staff who work primarily with students in special education, are expected to utilize the MPS Comprehensive Literacy Plan for purposes of planning, discussing, and informing when working individually and with colleagues, families, and the community. The plan is based on the Response to Intervention (RtI) 3-tier model. Each grade level consists of three integral components: RtI Tier 1 focuses on the Core Curriculum. In this tier, literacy programs and resources, assessments, literacy block structure and instructional methods are identified along with student performance goals, best practices, and universal strategies. We expect all students to succeed; therefore information on access to the core curriculum for English language learners and students with disabilities and home/community connections is also included. For RtI Tier 2 (Early Intervening Services/supplemental intervention) and Tier 3 (intensive intervention), reading programs and supports, entrance/exit criteria, and progress monitoring information are provided for each identified targeted student population. Expectations for classroom environment and a plan for literacy professional development are also incorporated into the document.

The *Comprehensive Literacy Plan* is research and evidenced based and aligned to the K-Grade 12 *Common Core Standards for English Language Arts and Literacy in History/Social Studies & Science*. It is centered around the work and findings of the International Reading Association and the National Council of Teachers of English (*IRA/NCTE Standards for English Language Arts*), Robert Marzano (*Building Background Knowledge for Academic Achievement and Classroom Instruction That Works*), the National Reading Panel, the National Institute for Literacy, the Partnership for 21st Century Skills, *Reading Next, Writing Next*, and the National Center for Education Evaluation and Regional Assistance: Institute of Education Sciences.

Support for the implementation of the Comprehensive Literacy Plan is provided. All MPS educators, including staff who work primarily with students in special education, will have ongoing professional development focused on the key components of the Comprehensive Literacy Plan through district sessions and job-embedded, school-based opportunities. Cross-department collaboration between Central Services staff will also ensure consistency, coherence and alignment in messages, expectations and professional development for literacy. Families are also a crucial component of student success, therefore, MPS will also provide literacy sessions and supports for families that are aligned, targeted and focused. Furthermore, MPS has numerous community connections and partnerships which provide additional resources.

Assisting Students Struggling with Reading: Response to Intervention (RtI) and Multi-Tier Intervention in the Primary Grades

Summary

This guide offers five specific recommendations to help educators identify struggling readers and implement evidence-based strategies to promote their reading achievement. Teachers and reading specialists can utilize these strategies to implement RtI and multi-tier intervention methods and frameworks at the classroom or school level. Recommendations cover how to screen students for reading problems, design a multi-tier intervention program, adjust instruction to help struggling readers, and monitor student progress.

Recommendations

Recommendation	Level of Evidence
1. <i>Screen all students for potential reading problems at the beginning of the year and again in the middle of the year.</i> Regularly monitor the progress of students at risk for developing reading disabilities. <i>Source</i> – 1231 KB	Moderate
Tier 1 intervention/general education	
2. <i>Provide time for differentiated reading instruction for all students based on assessments of students' current reading level.</i> <i>Source</i> – 1231 KB	Minimal

Tier 2

Recommendation	Level of Evidence
3. <i>Provide intensive, systematic instruction on up to three foundational reading skills in small groups to students who score below the benchmark score on universal screening.</i> Typically, these groups meet between three and five times a week, for 20 to 40 minutes. <i>Source</i> – 1231 KB	Strong
4. <i>Monitor the progress of tier 2 students at least once a month.</i> Use these data to determine whether students still require intervention. For those students still making insufficient progress, schoolwide teams should design a tier 3 intervention plan. <i>Source</i> – 1231 KB	Minimal
5. <i>Provide intensive instruction on a daily basis that promotes the development of the various components of reading proficiency to students who show minimal progress after reasonable time in tier 2 small group instruction (tier 3).</i> <i>Source</i> – 1231 KB	Minimal

This practice guide was prepared for the WWC by Mathematica Policy Research under contract ED-07-CO-0062.

Practice Guide Details

Released: February 2009

Topic: Children and Youth with Disabilities, Literacy

Education Level: Elementary

Audience: Administrator, Policymaker, Researcher, School Specialist, Teacher

Visit DWW: For more on this practice guide visit *Doing What Works*

Related Resources: Response to Intervention (RTI) in Early Reading and Mathematics; Moving Evidence on What Works into Practice

Authors

Russell Gersten (Chair)
Instructional Research Group

Donald Compton
Vanderbilt University

Carol M. Connor
Florida State University

Joseph Dimino
Instructional Research Group

Lana Santoro
Instructional Research Group

Sylvia Linaan-Thompson
University of Texas, Austin

W. David Tilly
Heartland Area Education Agency



Policy Factsheet from the Promise Neighborhood Research Consortium - Neighborhood Watch Programs

Reasons for Policy

- Neighborhood watch can deter offenders if they know local residents are likely to report suspicious activity.
- Neighborhood watch may also reduce criminal opportunities, such as creating signs of occupancy when neighbors are away from home.

Community Groups

- Community-based Organizations
- Law Enforcement
- Local Government

Policy Components

- Organized block watches, usually run by a block captain
- Use of property-marking and home security surveys
- Use of a neighborhood liaison to the local police department

Desired Outcomes

- Reduction in neighborhood crime
- Greater social cohesion
- Reduction in the opportunity for crime to occur
- Improved relationship with local law enforcement

Level of Evidence Available to Evaluate Effectiveness of Policy

For all policies we describe on this website, we have applied the Standards of Evidence as defined by Flay et al. (2005) in the Standards of Evidence document published by Prevention Science.

The effectiveness level of this policy is 1: Evidence-Based Policies Meeting Criteria for Effectiveness.

The levels of effectiveness as noted are:

1. meets criteria for policy effectiveness (consistent, positive outcomes from at least two high-quality experimental or quasi-experimental trials using a comparison group or interrupted time series design);
2. consistent evidence available linking policy with positive outcomes from high-quality observational studies only;
3. insufficient evidence available for policy or policy components.

Achievable Results

- 16-26% reductions in crime

Community Examples

- [Wake Village, Texas has a blog used to communicate with members of the local community about events and other activities.](#)
- [Palm Springs, California Police Department has a Neighborhood Watch program](#)

Links to Policy Examples

- Wake Village, Texas Code of Ordinances, Title 3 Chapter 32.15
- Palm Springs, California Ordinance 1666. Section 2.55.130 Establishes a Neighborhood Empowerment Program in which Neighborhood Watch programs are included
<http://www.themoviecolony.org/docs/Ordinance1666.pdf>

Be sure to check with your state, county, and municipal governments regarding potential existing laws that may impede any new policy development.



The Campbell Collaboration Library of Systematic Reviews

The Campbell Library

Search for:

Title



Search

The Effectiveness of Neighborhood Watch: A Systematic Review

Download:

**Authors:** Trevor Bennett, David Farrington, Katy Holloway**Published:** 31.12.2008**Group:** Crime and Justice**Volume:** 4**Issue nr.:** 18

Abstract: Objectives: The primary aim of this review is to assess the effectiveness of neighborhood watch in reducing crime. Neighborhood watch sometimes comprises a stand-alone scheme and sometimes includes additional program elements. The most common combination of program elements is the 'big three' (neighborhood watch, property marking and security surveys). Studies were selected for inclusion in the review if they were based on a watch scheme either alone or in combination with any of the other 'big three' elements.

Criteria for inclusion of studies: Neighborhood watch sometimes comprises a stand-alone scheme and sometimes includes additional program elements. The most common combination of program elements is the 'big three' (neighborhood watch, property marking and security surveys). Studies were selected for inclusion in the review if they were based on a watch scheme either alone or in combination with any of the other 'big three' elements. The main quality control was that the studies should be based on random allocation or a pre-post test design with a comparison area.

Search Strategy: Studies were identified by searching 11 electronic databases. In addition, studies were sought using on-line library catalogues, literature reviews, lists of references, and published bibliographies. Leading researchers in the field were also contacted when there was a particular need to do so.

Data collection and analysis: The narrative review was based on 19 studies (covering 43 evaluations) and the meta-analysis was based on 12 studies (covering 18 evaluations). The data used included police-recorded crimes and self-reported victimizations.

Main findings: The main finding of the narrative review was that the majority of the schemes evaluated indicated that neighborhood watch was effective in reducing crime. The main finding of the meta-analysis was that the weighted mean odds ratio for all studies combined was 1.19 using the fixed effects method and 1.36 using the random effects method. The results of both methods show that neighborhood watch was associated with a reduction in crime of between 16 per cent and 26 per cent.

Reviewers' conclusions: This review concludes that neighborhood watch is associated with a reduction in crime.

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What Have We Learned From Evaluations of Crime Prevention Through Environmental Design Strategies?

A range of strategies and programs have been evaluated to determine the effectiveness of CPTED. Although some studies have attempted to use true experimental designs when studying CPTED, a majority of the strategies have been studied using quasi-experimental designs. In addition, there are few process evaluations of CPTED, which limits what is known about how these strategies are implemented, whether they are implemented properly, and potential reasons for program failure. Few studies have examined long-term goals or been designed to provide unequivocal evidence indicating whether the CPTED strategy or other factors (e.g., seasonal variations or overall reduction in crime rates) were responsible for observed outcomes. However, **systematic reviews** of CPTED evaluation studies as well as results from individual studies provide preliminary evidence that implementing CPTED strategies does impact crime. Research also suggests the importance of taking the local contexts of a neighborhood into account when implementing CPTED strategies. Overall, the evidence currently available on the effectiveness of CPTED indicates that these strategies are promising although more rigorous evaluations are needed to show more clearly how and why these strategies work.

Territoriality

Territoriality is a primary concept upon which many CPTED strategies are based. It is directed toward making changes to design features of buildings and locations to instill a sense of ownership or pride for a particular area so that criminals are discouraged from offending. Improving the landscaping of a particular area, removing graffiti, and making clear demarcations between public and private spaces are examples of territoriality. Studies examining whether implementation of features designed to clearly define public and private spaces can reduce crime have shown that implementing territoriality strategies can reduce fear of crime. Implementation of these strategies has also been shown to be related to reduced levels of recorded crime.

Access control

Access control seeks to direct the movement of potential offenders to reduce opportunities for offending. Although there is little research examining natural access control methods, a few studies have found that implementing measures such as bullet proof barriers at banks reduces robberies. Installing street barriers on streets with high levels of drug trafficking and homicides has been shown to decrease homicides. However, when compared with neighboring jurisdictions, at least one study showed that street closures did not reduce robberies and assaults to a significant degree.

Surveillance

Most surveillance studies have focused on CCTV. Surveillance involves the implementation of various types of strategies that make it more likely that an offender will be noticed when committing a crime therefore surveillance is intended to deter individuals from offending. One surveillance strategy known as Closed Circuit Television (CCTV) has been studied most extensively in the United Kingdom. CCTV has been shown to reduce recorded vehicle crime and robbery in some studies while other studies of CCTV have shown it to be ineffective. A systematic review of CCTV

showed the strategy to be effective in decreasing vehicle crime, but not effective in reducing violent crime. Some studies have also shown CCTV to significantly reduce levels of fear of crime in a community. Security guards have been shown to affect the likelihood that a bank robbery will occur and to reduce auto thefts. Note that there is some concern that CCTV may have unintended negative consequences such as displacing crime from one area to another.

Activity Support

Activity support includes elements of territoriality, access control, and surveillance. It involves the placement or planning of activities in locations that are more vulnerable to crime so that natural surveillance can be utilized to reduce crimes. Examples include placing street vendors or outdoor eating areas near strategic locations to encourage more desirable activity. Evaluations of this strategy provide preliminary evidence that opportunity for committing crime is reduced when desirable activities increase.

Maintenance

Maintenance involves routine maintenance of surrounding areas and buildings to foster a positive image that helps to discourage crime and reduce the fear of crime. Research indicates that the routine maintenance of the urban environment does reduce crime. For example, clean up programs have been shown to reduce graffiti. Repairing vandalized train equipment has been shown to not only increase train availability but decrease reported crimes against persons.

Target Hardening

Target hardening involves implementing features (e.g., home security measures, peepholes, street lighting, or reinforced front and rear doors) that will make it more difficult to commit a crime. This method has a long history as a crime prevention measure. Early studies of improved street lighting using quasi-experimental designs (e.g., before/after comparisons with no control area) produced inconclusive results concerning its ability to reduce fear of crime. However, studies that were more rigorously designed (e.g., used experimental and control areas) showed a decrease in crime. A systematic review of street lighting measures showed that across the studies examined in the review, crime was reduced by 20%. Research suggests that target hardening methods help to reduce burglary.

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Program Profile

Philadelphia (Pa.) Foot Patrol

 Evidence Rating: Effective - One study 

Program Description

Program Goals

Late during the first decade of the 21st century, violent crime levels rose to epic proportions in Philadelphia, PA. As of 2008, there had been more than a hundred shootings recorded in the city each month since 2002. Further, crime data indicated that a noticeable and consistent cycle of increased violent crime occurred during summer months. Violent crime had become so rampant that the community had begun to view it as a public health threat, placing pressure on law enforcement to address the issue. In response, the Philadelphia Police Department developed the Philadelphia Foot Patrol strategy, which used proactive, nonthreatening, and community-oriented approaches to local policing. The strategy combined these approaches with techniques borrowed from hot spots policing, disseminating foot patrol to specific high-crime locations. The overall goal was to create significant reductions in violent crime by increasing officer presence in high-crime locations, specifically during the summer months.

Target Sites

The strategy concentrated on implementing foot patrol at certain addresses, street segments, and clusters of microspatial units with high levels of violent crime in Philadelphia.

Program Activities

The strategy emphasized increasing police visibility and presence in high-crime locations and thus did not concentrate on specific activities of officers while on patrol. During the implementation of the strategy, officers engaged in various types of activities while patrolling assigned locations. Some officers engaged in extensive community-oriented work, speaking to community members and visiting child care centers and juvenile hangouts. Other officers took a more crime-oriented approach to their patrol assignment, stopping vehicles at stop signs and intersections, and interviewing pedestrians. In sum, the strategy used a meticulous analysis of the distribution of violent crime across locations, to successfully employ visible presence of officers in the most problematic areas.

Key Personnel

Proper implementation of the strategy relied on coordinating various divisions within the Philadelphia Police Department to accurately identify high-crime locations and coordinate the assignment of officers to designated areas. It was also necessary for patrol officers to maintain a visible presence in assigned patrol locations.

Program Theory

The Philadelphia Foot Patrol strategy used a spatially oriented approach that borrowed ideas from several complementary criminological theories, including rational choice, routine activities, and environmental criminology. Spatially oriented crime control programs aim to make changes in areas that provide crime opportunities in order to create constraints on criminal behavior. Such an approach includes a concentration on deterrence in specific areas, to increase certainty of disruption, apprehension, and arrest using enhanced visibility of police. The rational choice theory posits that the decision to commit a crime is made rationally by an offender, that it is a deliberate decision made after judging that the potential benefits of the crime outweigh the potential risks. The routine activities theory posits that a criminal act occurs when there is a convergence of a suitable target in the absence of a capable guardian. In theory, this complements rational choice because, when the opportunity to commit crime is presented, the offender is more likely to make the choice to offend. The role of place is introduced by environmental criminology, also known as crime pattern theory, which suggests that a reduction in offending will occur if characteristics of an environment are altered to make the location less appealing to criminals. Through a combination of rational choice, routine activities, and environmental criminology, a theory arises that making changes to an environment can have a significant impact on a potential criminal's decision to commit crimes in that area. Therefore, the foot patrol strategy followed from the premise that increasing officer visibility in high-crime locations would render such locations less optimal for criminal offending, leading to a deterrent effect and a reduction in violent crime.

Evaluation Outcomes

Study 1

Reported Violent Crime

Ratcliffe and colleagues (2011) found that the target areas experienced a relative 23 percent statistically significant reduction in reported violent crime in comparison with the control areas. These effects were most noticeable in target areas with the highest levels of preintervention violent crime, as target areas in the top 40 percent on pretreatment violent crime counts had significantly less violent crime during the operational period. These findings suggest that targeted foot patrols in violent crime hot spots can significantly reduce violent crime levels, as long as a threshold level of violence exists initially.

Displacement and Diffusion Effects

An analysis of displacement and diffusion effects indicated a reduction of 90 crimes in the target areas, which was offset by an increase of approximately 37 offenses occurring in buffer zones surrounding target areas—leading to an overall net effect of 53 violent crimes prevented across the city of Philadelphia. The analysis indicates significant evidence of displacement of violent crime to nearby locations; however, these effects were outweighed by direct benefits seen in target areas.

Incident Type Frequency

The frequency of all incident types increased during the operational period, compared with pretreatment levels. Results indicate that the foot patrol officers (as identified by their radio call signs) contributed substantially to the rise in proactive

Program Snapshot

Gender: Both

Geography: Urban

Setting (Delivery): Other Community Setting, High Crime Neighborhoods/Hot Spots

Program Type: Community and Problem Oriented Policing, Foot Patrol, Situational Crime Prevention, Violence Prevention, Hot Spots Policing, General deterrence

Current Program Status: Not Active

Program Director:

 Nola Joyce
 Deputy Commissioner,
 Strategic Initiatives &
 Innovations
 Philadelphia Police
 Department
 One Franklin Square, Room
 310
 Philadelphia PA 19106
 Phone: 215.686.3125
[Website](#)
[Email](#)

police activity observed in treatment areas. In treatment areas, pedestrian stops by police officers increased by 64 percent, vehicle stops increased by 7 percent, police disruptions of disturbances increased by 47 percent, disruptions of narcotics incidents increased by 15 percent, and disruptions of disorder incidents increased by 57 percent. Finally, arrests increased by 13 percent. Based on these increases, it can be inferred that the proactive activities used in walking patrol increased the enforcement of minor violations. It is possible that such proactive policing techniques helped increase police visibility in treatment locations, thereby contributing to reductions in violent crime.

Evaluation Methodology

Study 1

Ratcliffe and colleagues (2011) conducted a randomized controlled trial to assess the impact of the Philadelphia Foot Patrol strategy in reducing crime during the summer, when violent crime levels in Philadelphia, PA, tended to peak. The experiment was intended to isolate the specific impact of foot patrol as a crime-reduction strategy in order to examine its feasibility to create meaningful reductions in violent crime. The evaluation took place during peak summer months in 2009.

The study began with the identification of hot spots using data from the incident (INCT) database of the Philadelphia Police Department for 2006, 2007, and 2008. High-crime areas identified by the database were then assigned to spatial units, producing 120 total locations for inclusion in the experiment. A randomized block design was then used to separate the locations into two groups; 60 were assigned as control locations, and 60 were assigned to receive treatment. Treatment locations were assigned two pairs of officers to engage in intensive foot patrol policing, while control locations received no foot patrol policing. The officer pairs were assigned either a morning (10 a.m. to 6 p.m.) or an evening shift (6 p.m. to 2 a.m.) that they policed Tuesday through Saturday nights. The pairs alternated morning and evening shifts every other week. This meant that the areas were not assigned foot patrols from 2 a.m. to 10 a.m. each day, and from 2 a.m. Sunday right through to 10 a.m. Tuesday each week.

A comparison of crime frequency in both the 60 target areas and the 60 control areas before and during the operational period was used to determine the impact of the strategy. Data from the immediate 3 months before the start of the experiment was compiled for use as a measure for a pretreatment period. The operational period of the experiment was executed using two phases. Phase 1 commenced on March 31, 2009, with officers in 24 foot patrol areas, Phase 2 commenced on July 7, 2009, and totaled 36 patrolled areas. Over the first 12 weeks of each phase combined, this theoretically provided for 57,600 hours of foot patrol activity. A linear regression model was used to determine the statistical significance of changes in violent crime for both groups between pretreatment and operational levels. Analyses of displacement and diffusion effects and incident type frequency were used to supplement the analysis of crime trends for the experiment.

- **Reported violent crime.** Data was provided by the Philadelphia Police Department from the INCT database, which assigns a Uniform Crime Report classification to all entries. Violent crime was defined as criminal homicide, all robberies (except cargo theft), and a majority of aggravated assaults. Violent crimes that were likely to take place indoors and were not expected to be prevented by foot patrol, such as rape, were excluded from the analysis.
- **Displacement and diffusion effects.** The total net effect of the operation was calculated to assess the possibility that the strategy displaced violent crime to nearby areas, or that violent crime reductions were diffused to nearby areas. This was examined using an analysis of effects in nearby buffer areas, which encompassed the area of about 1,000 feet around target sites. Effects were calculated by examining the ratio of the crime reduction in the target areas after factoring in the general change in the control areas and then taking into consideration any displacement or diffusion to the buffer area.
- **Incident type frequency.** The frequency of various minor criminal incidents was measured to examine the impact of increased proactive police activity after implementation of the foot patrol strategy. Such incidents were chosen as measures because of the likelihood that they would be handled by a patrol officer, as opposed to a call for service. A pedestrian stop was recorded when an officer conducted a field interview, a stop-and-frisk, or a search of suspect in the street. A vehicle stop was recorded when an officer pulled over an occupant in a vehicle. Disturbances were recorded for incidents that involved police disruption of rowdy behavior. Incidents involving narcotics were also recorded. Disorder incidents included public order offenses such as prostitution, public drunkenness, loitering, or violation of city ordinances. Arrests were also recorded, to provide possible indications of proactive police work.

Cost

There is no cost information available for this program.

Implementation Information

Patrol officers were required to receive specialized training and orientation to become familiarized with assigned locations. Officers received a 1-week orientation at the police district of their specific foot patrol location, after which they spent an initial period of a few weeks in and around their beat with an experienced officer. In addition, all patrol officers were provided with an initial criminal intelligence brief on their foot patrol area by the criminal intelligence unit. This training was necessary to ensure that officers were familiar with the community and environment where they were to patrol.

Evidence-Base (Studies Reviewed)

These sources were used in the development of the program profile:

Study 1

Ratcliffe, Jerry H., Travis Taniguchi, Elizabeth R. Groff, and Jennifer D. Wood. 2011. "The Philadelphia Foot Patrol Experiment: A Randomized Controlled Trial of Police Patrol Effectiveness in Violent Crime Hotspots." *Criminology* 49(3):795-831.

Additional References

These sources were used in the development of the program profile:

Sorg, Evan T., Cory P. Haberman, Jerry H. Ratcliffe, and Elizabeth R. Groff. 2013. "Foot Patrol in Violent Crime Hot Spots: The Longitudinal Impact of Deterrence and Posttreatment Effects of Displacement." *Criminology* 51(1):65-102.

Temple University. N.d. "The Philadelphia Foot Patrol Experiment." Ambler, Pa.: Temple University College of Liberal Arts, Department of Criminal Justice.
<http://www.temple.edu/cj/FootPatrolProject/>

Related Practices

Following are CrimeSolutions.gov-rated practices that are related to this program:

Hot Spots Policing

Used by many U.S. police departments, hot spots policing strategies focus on small geographic areas or places, usually in urban settings, where crime is concentrated.

The Individual and Family Self-Management Theory: Background and perspectives on context, process, and outcomes

Polly Ryan, PhD, RN, CNS-BC
Kathleen J. Sawin, DNS, CPNP, FAAN

Current evidence indicates that individuals and families who engage in self-management (SM) behaviors improve their health outcomes. While the results of these studies are promising, there is little agreement as to the critical components of SM or directions for future study. This article offers an organized perspective of similar and divergent ideas related to SM. Unique contributions of prior work are highlighted and findings from studies are summarized. A new descriptive mid-range theory, Individual and Family Self-management Theory, is presented; assumptions are identified, concepts defined, and proposed relationships are outlined. This theory adds to the literature on SM by focusing on individuals, dyads within the family, or the family unit as a whole; explicating process components of SM; and proposing use of proximal and distal outcomes.

The need to manage chronic conditions and to actively engage in a lifestyle that fosters health is increasingly recognized as the responsibility of the individual and their family. Health problems have shifted from acute to chronic, and personal behaviors are linked to over half of chronic health problems.^{1,2} Health care delivery has shifted to non-hospital venues with hospitalizations often eliminated or shortened. Criteria for hospital discharge are related to outcomes of conditions or procedures rather than the ability of patients or families to manage care.¹ It is estimated that half of all Americans are managing a serious chronic health condition at home. Over 12% of children have

special healthcare needs and 23% of these children are significantly impacted by their condition.³ In adults, 7% of persons between the ages of 45–54 and 37% of persons > 75 years of age are managing 3 chronic conditions.¹ While the values of health promotion are increasingly realized for individuals and families, few health-promoting strategies are routinely incorporated into the delivery of health care in many settings. Individuals and families are expected to sort through the myriad of contradictory health information of varying quality and engage in behaviors promoting their health. Personal efforts to engage in healthy behaviors are often derailed by social factors incongruent with health,^{1,4} such as neighborhoods unsafe for exercise, peer-group norms related to food choices and alcohol, and expectations inherent in some family traditions.

As nurses and other healthcare professionals, our expectations for individuals and families to assume responsibility for managing their health care have outpaced our understanding of how to assist them to acquire the knowledge, skills, and social facilitation for health management. Studies related to the efficacy of self-management (SM) behaviors offer significant promise to improving health outcomes.^{5–11} For individuals and families, the management of chronic health conditions leads to the improvement of their health outcomes; increased quality of life; and realignment of healthcare expenditures including a decreasing demand for health services and SM also contributes to the overall health of society.¹² Likewise, managing risk factors can improve health outcomes by preventing, delaying, or attenuating health conditions. While SM appears to offer significant promise, widespread agreement of what individual and family SM actually is and how it can be developed is just beginning to be understood.

The purposes of this article are to identify gaps in the science of SM and present a descriptive mid-range SM theory. Specific aims include (1) defining SM and identifying issues related to the conceptual clarity of the concept; (2) providing an understanding of the divergence in current conceptual and theoretical thinking and research; (3) presenting The Individual and Family Self-Management Theory (IFSMT), including a description of assumptions, concepts, and the relationships among

Polly Ryan, PhD, RN, CNS-BC, is an Associate Professor, University of Wisconsin Milwaukee, Center Scientist, Self-management Science Center, Milwaukee, WI.

Kathleen J. Sawin, DNS, CPNP, FAAN, is a Professor and Joint Research Chair in the Nursing of Children, Children's Hospital of Wisconsin and College of Nursing, University of Wisconsin Milwaukee, Center Scientist, Self-management Science Center, Milwaukee, WI.

Corresponding author: Dr. Polly Ryan, University of Wisconsin Milwaukee, P.O. Box 413, Milwaukee, WI 53201-0413.

E-mail: ryanpa@uwm.edu

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emerges as essential to the model. However, he found that patient outcomes improved in 19 of the 20 studies that included SM support—providing evidence of the impact observed when SM support is a component of chronic care. Details of SM support are available in manuals prepared by the CCM team (<http://www.improvingchroniccare.org>).

Parry, Kramer, and Coleman^{32,55–58} developed and are testing a program to facilitate transitioning across care delivery systems while maintaining or improving patient outcomes. Their Care Transition program is an interdisciplinary program that occurs over a 30-day period of time. The intervention focuses on medication SM, a patient-centered record, follow-up with health-care providers, and knowledge/self-management of conditions. All participants have a specifically designed Personal Health Record. Nurses serve as transition coaches, teaching persons about their conditions and enhancing their skills to manage their illness and communicate with members of the healthcare team. Details of the program are available in manuals prepared and used during formal testing. Efficacy of the program is being tested currently.

Efficacy of Interventions and Programs

A review of 145 articles was conducted by Barlow and colleagues¹⁴ to determine the efficacy of SM interventions and programs. This review was limited to chronic conditions (66 articles related to asthma, 18 to diabetes, and 17 to arthritis). While the majority of studies were conducted in the United States (n = 82), studies were also from the United Kingdom (n = 13), Australia (n = 10), and in other countries (n = 40). Most of the studies focused on adults, and several studies included both children and adults with asthma. SM programs were delivered across all venues via numerous delivery methods. In the majority of studies more than one delivery method was used. SM interventions included content related to condition-specific information, drug management, symptom management, self-regulation enhancement, and social support. Outcomes measures included physical, psychological, health status, knowledge, medication usage, self-efficacy, and use of SM behaviors. Compared to standard care recipients, participants benefited in terms of knowledge, performance of SM behaviors, self-efficacy, and health status. Venue and delivery method did not alter the positive impact of delivering SM interventions.

Summary: Gaps and Opportunities

The concept of SM has been developed, tested, and used over the past 4 decades. Interventions and programs have been designed and tested. There is a growing body of empirical evidence that SM interventions and programs improve the outcomes of persons with chronic illness. There is increasing evidence there is a common grouping of SM tasks across multiple

chronic conditions, providing evidence of the need for condition-specific as well as non-condition-specific interventions to enhance SM. SM interventions and programs are effective for adults and children and their families. There is very promising evidence that outcomes from SM interventions and programs are more effective than usual care or traditional patient education. Inclusion of SM interventions into well-respected and innovative chronic care programs provides testimony to their effectiveness in a clinical setting.

However, gaps exist in the understanding of individual and family SM, the process of SM, and identification and measurement of outcomes sensitive to short-term behavior change and the impact of health behavior on long-range outcomes such as health status, cost, and quality of life. There is a considerable gap in our understanding of the similarities and differences of SM across developmental stages (young to older adult) and reciprocal relationships other's play in SM. Individual and family SM needs to be studied in children as well as in adults. While it is evident that parents and other adults are actively involved in SM tasks of children, it is not so evident that significant others, as well as children, impact SM of adults.

The processes individuals and families use for SM need to be explicated. Is the process similar for individuals and families? As young children develop, SM is most likely a transitional process. Is this transition process similar in any respect to declining SM abilities in older adults? Isn't it possible that young children and older adults have the capacity to contribute to adult SM?

Determining impact of health behavior change on health status is especially challenging for numerous condition- and measurement-related issues. Yet there is a real need to determine the efficacy of interventions on behaviors long before any change to health status could be observed. Hence, there are opportunities to conceptualize SM outcomes as both proximal and short-term and distal or long-term.

IFSMT: A NEW MID-RANGE DESCRIPTIVE THEORY

Gaps in SM knowledge and opportunities for continued knowledge development benefit from new theories. A new theory, IFSMT, is presented here as an alternative perspective. This new theory is being used to influence study designs, intervention and measurement development, and it is being tested across multiple conditions and populations. Rodgers, a recognized and well-respected nurse theorist and University of Milwaukee Wisconsin Self-management Center Scientist, proposed this new mid-range theory be considered a descriptive theory. Descriptive theories are based on deductive and inductive processes and

... reveal the substance of a situation yet without structured linkages showing the specific nature of

Community gardens

Evidence Rating

Some Evidence

Health Factors

Diet and Exercise

Decision Makers

Philanthropy and Investors

Government

Community Member

Community Development

Non-Profit Leader

Community Spotlight



Atlanta Places of Worship Grow Gardens in their Yards

A community garden is any piece of land that is gardened or cultivated by a group of people. Community gardens are typically owned by local governments, not-for-profit groups, or faith-based organizations. Communities may support gardens through tax incentives, land banking, zoning regulation changes, or ongoing assistance through free services such as water or waste disposal.

Expected Beneficial Outcomes

- Increased access to fruits & vegetables
- Increased fruit & vegetable consumption
- Increased physical activity
- Increased availability of healthy foods in food deserts

Evidence of Effectiveness

There is some evidence that community gardens improve access to and consumption of fruits and vegetables (Draper 2010, McCormack 2010, Litt 2011, Lackey 1998, Blair 1991, Gilroy 2011, Alaimo 2008). Community gardens can also increase physical activity for gardeners (Draper 2010, Lackey 1998,

Gilroy 2011). Community gardens are a suggested strategy to increase fruit and vegetable availability in food deserts (Hendrickson 2006, UW IRP-McCracken 2012, CDC-Food deserts), promote healthy eating, and reduce obesity (IOM-Government obesity prevention 2009, TFAH-Levi 2011, CDC-Zoning healthy eating, CDC-Fruits and vegetables 2011). However, additional evidence is needed to confirm effects. Gardening is considered moderate-intensity aerobic exercise and heavy gardening vigorous and muscle-strengthening exercise (US DHHS-PAG). Community gardens can reduce barriers to healthy food access associated with transportation, cost, and food preference (Gilroy 2011). Successful community gardens may also have social benefits such as increased nearby property values, increased community engagement and pride, or improved neighborhood safety (Voicu 2008, LGC). Since residents maintain them and land often comes from vacant abandoned lots, community gardens are relatively inexpensive (LGC). Placing community gardens in low income areas can reduce disparities in access to healthy foods, especially fresh fruit and vegetables (PolicyLink-Flournoy 2005). Community gardening can also reduce food costs for participating families (PolicyLink-Flournoy 2005, Gilroy 2011).

Impact on Disparities

No impact on disparities likely

Implementation Examples

Numerous municipalities support community gardens. For example: Boston and Portland (Oregon) have zoning ordinances specifically for gardens (PHLP-Land Use); Chicago NeighborSpace is authorized to purchase vacant land to preserve it for gardens (Chicago NeighborSpace); and cities like Seattle, Washington DC, Cleveland, San Francisco, Oakland, and Berkeley have included community gardens in their comprehensive city plans (PHLP-Land Use).

Rural areas and smaller municipalities also support community gardens. For example: Dyer County, Tennessee established community gardens as part of its wellness efforts, and Hernando, Mississippi gives produce from its community garden to lower income residents (TFAH-Levi 2011).

Additional examples of organizations supporting successful community gardens include: Growing Power in Milwaukee, WI (GP-WI); Nuestras Raíces in Holyoke, MA (NR-MA); Neighborhood Progress in Cleveland, OH (NPI-OH); City Harvest in Philadelphia, PA (PHS-CH, Vitiello 2009); and Cleveland Step's Program in Cleveland, OH (CDPH-Steps).

Implementation Resources

[ACGA](#) - American Community Gardening Association (ACGA). Locate your nearest community garden.

[ChangeLab-Community gardens](#) - ChangeLab Solutions. Community gardens for public health: A webinar about how local governments can support community gardens.

[WI DHS-Got Dirt](#) - Wisconsin Department of Health Services (DHS). Nutrition and physical activity program: Got dirt? Gardening initiative.

[PolicyLink-CGs](#) - PolicyLink. Equitable development toolkit: Urban agriculture and community gardens. 2008.

[HA Davis-Gardening tips](#) - Davis A. Home landscaping tips for building the perfect garden. HomeAdvisor (HA).

+Citations - Evidence

* Journal subscription may be required for access.

[CDC-Zoning healthy eating](#) - Centers for Disease Control and Prevention (CDC). Zoning to encourage healthy eating.

[Alaimo 2008*](#) - Alaimo K, Packnett E, Miles RA, Kruger DJ. Fruit and vegetable intake among urban community gardeners. *Journal of Nutrition Education and Behavior*. 2008;40(2):94-101.

Community-Based Approaches to Prevention and Management of Hypertension and Cardiovascular Disease

Keith C. Ferdinand, MD;¹ Kellee P. Patterson, MD;² Cheryl Taylor, PhD, RN;³ Icilma V. Fergus, MD;⁴ Samar A. Nasser, PhD, MPH, PA-C;⁵ Daphne P. Ferdinand, PhD, RN⁶

From the Tulane University School of Medicine, New Orleans, LA;¹ Atlanta Vascular Research Foundation, Atlanta, GA;² the Southern University and A&M College School of Nursing, Baton Rouge, LA;³ the College of Physicians and Surgeons, Columbia University Medical Center;⁴ School of Medicine and Health Sciences, The George Washington University, Washington, DC;⁵ and the Healthy Heart Community Prevention Project, New Orleans, LA⁶

Community hypertension (HTN) outreach seeks to improve public health by identifying HTN and cardiovascular disease (CVD) risks. In the 1980s, the National Heart, Lung, and Blood Institute (NHLBI) funded multiple positive community studies. Additionally, the Centers for Disease Control and Prevention's (CDC's) Racial and Ethnic Approaches to Community Health (REACH) program addresses CVD risks. In 1978, in Baltimore, MD, the Association of Black Cardiologists (ABC), organized barbershops and churches as HTN control centers, as in New Orleans, LA, since 1993, the Healthy Heart Community Prevention Project (HHCPP).

Also, the NHLBI Community Health Workers and Promotores de Salud are beneficial. The American Society of Hypertension (ASH) Hypertension Community Outreach program provides free HTN and CVD screenings, digital BP monitors, multilingual and literacy-appropriate information, and videos. Contemporary major federal programs, such as the Million Hearts Initiative, are ongoing. Overall, the evidence-based Logic Model should enhance planning, implementation, and dissemination. *J Clin Hypertens (Greenwich)*. 2012; 14:336–343. ©2012 Wiley Periodicals, Inc.

Cardiovascular disease (CVD) is the leading cause of mortality in both industrialized societies and the developing world, but is of particular concern in the United States, as it accounts for nearly 20% of health care costs and 30% of Medicare expenditures.¹ Related medical costs and productivity losses approach \$450 billion annually, and inflation-adjusted direct medical costs are projected to triple over the next 2 decades.² Each year, more than 2 million Americans have a myocardial infarction or stroke, with total mortality of more than 800,000, which includes the largest contributor of lower life expectancy among blacks.

Hypertension (HTN) is the leading cause of CVD, which accounts for the majority (66%) of US deaths, along with several other major risk factors such as smoking, obesity, and elevated cholesterol. The public health approach to HTN not only potentially diminishes hypertension-related morbidity and mortality, but also curtails health care costs. For instance, reducing average population sodium intake to 2300 mg/d could save \$18 billion in health care costs annually, and a 5% reduction in the prevalence of HTN would save \$25 billion in 5 years.¹

Therefore, public health HTN interventions offer the promise of decreasing CVD across various populations at risk, particularly in the underserved and disad-

vantaged communities, which are disproportionately burdened by HTN and its effects. Social determinants of health can be addressed through organizations (governmental, private, or nonprofit) by educating and encouraging people about lifestyle modifications, such as regular physical activity, eating healthy foods, and utilizing preventive health services.

Community HTN programs aim to achieve widespread behavioral change and risk reduction by identifying HTN and unrecognized CVD risk factors. Cardiovascular (CV) outreach efforts have been increasingly implemented during the past 40 years, but despite their continued promulgation, the clinical evidence supporting their efficacy is limited. Evidence for community programs is essential to avoid unrealistic promises of CVD risk and disease reduction and waste of scarce financial resources. Furthermore, there is concern for the development of a health-disparities industry in which stakeholders, including health researchers, consultants, authors, policy makers, and others, may profit with minimal or only modest demonstrable outcomes.³

This paper highlights various CVD risk and hypertension-related community outreach programs, from peer-review reports, widely respected Web sites, and the primary author's own experience, based on participation or personal knowledge. Included are early research studies, individual efforts, nonprofit professional organizational initiatives, and recent major federal CVD prevention programs. This review especially focuses on programs specifically designed to target certain racial/ethnic minorities and socioeconomically disadvantaged persons, more likely to experience disparate CVD outcomes.

Address for correspondence: Keith C. Ferdinand, MD, FACC, FAHA, FASH Chair, American Society of Hypertension Community Outreach Program, Tulane Heart and Vascular Institute, Tulane University School of Medicine, 1430 Tulane Avenue, SL-48, New Orleans, LA 70112
E-mail: kferdinand@abcario.org

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EVIDENCE-BASED RESEARCH IN COMMUNITY PROGRAMS FOR REDUCTION OF HYPERTENSION AND CVD RISK FACTORS

The evidence-based approach to health care is the optimal method to determine effective and efficient clinical practices. Therefore, documentation of the effectiveness of intervention methods in real-world settings is essential, including community-based research, with randomized trials or quasi-experimental studies. However, many of the earlier trials may not adequately serve as comprehensive models for minority communities in an increasingly diverse America.

NHLBI-Funded Research

In the 1980s, the National Heart, Lung, and Blood Institute (NHLBI) funded multiple community studies to document the effectiveness of various approaches to CVD risk reduction, including hypertension. Winkleby and colleagues,⁴ from the Stanford Center for Research in Disease Prevention, analyzed three community intervention programs including the Stanford Five-City Project, the Minnesota Heart Health Program, and the Pawtucket Heart Health Program (Table I). The conclusions from these studies increased the evidence and understanding of how to work with

various communities to promote CV health. These NHLBI-supported studies included work site initiatives on controlling overweight or obese employees by environmental interventions, changing cafeteria food offerings, and increasing time for physical activity, with overall trends in positive outcomes.

Additionally, a 2010 analysis pooled data from three major studies to clarify intervention effects with greater sample size and power than could be attained by the single studies.⁵ Time trends were estimated for reduction of multiple major CVD risk factors, including cigarette smoking, blood pressure (BP), total cholesterol, body mass index, and even coronary heart disease mortality risk in women and men aged 25 to 64 years. Although results of these programs were not statistically significant, they suggested potential benefits of community-based approaches to CVD morbidity and mortality while illustrating the challenges of evaluating community-based prevention. There is some evidence of a positive impact on lifestyle and obesity in the disadvantaged populations, including American Indian communities. For example, the Activity Counseling Trial (ACT) compared several patient education and counseling approaches⁶ and demonstrated practices that directly correlated with decreased CVD risk.⁷

TABLE I. Selected Cardiovascular Disease Risk and Hypertension-Related Community Outreach Programs

Name of Outreach Program or Policy Initiative	Type of Program
National Heart, Lung, and Blood Institute (NHLBI) • Stanford Center for Research in Disease Prevention: Stanford Five-City Project, the Minnesota Heart Health Program and the Pawtucket Heart Health Program • Activity Counseling Trial	Early community-based research studies
Center for Disease Control and Prevention (CDC) • The Racial and Ethnic Approaches to Community Health (REACH) program	Early community-based research and applied science
Healthy Heart Community Prevention Project (HHCPP)	Community-based effort
BARBER-1 of hypertension control	Community-based effort
NHLBI • Educational Campaign with Every Heartbeat Is Life • Community Health Workers, including Promotores de Salud • Health Education Awareness Research Team (HEART) trial	Federal community-based efforts and research
International Society of Hypertension in Blacks (ISHIB)	Non-profit professional organizational initiative
Association of Black Cardiologists (ABC)	Non-profit professional organizational initiative
American College of Cardiology (ACC)	Non-profit professional organizational initiative
American Heart Association, the American Stroke Association (AHA/ASA)	Non-profit professional organizational initiative
American Society of Hypertension (ASH)	Non-profit professional organizational initiative
Public Health Action Plan to Prevent Heart Disease and Stroke ("Action Plan") • The National Forum for Heart Disease and Stroke Prevention	Recent major federal and not-for-profit cardiovascular prevention program
Million Hearts Initiative	Recent major federal cardiovascular prevention program, including federal, state, and local. Nonprofit and business partners
Community Outreach and Cardiovascular Health (COACH) Trial	Community-based research study
Positive-Affect Intervention and Medication Adherence in Hypertensive African Americans Trial	Community-based research study

The WorkNet Model – An Overview

Career Development & Job Placement for People with Barriers

More than 20 years of front-line research has gone into developing the WorkNet Model of Career Development & Job Placement for People with Barriers. As a model of Career Development, the focus is not merely job placement and retention but on long-term, sustainable economic self-sufficiency, as well as career success and satisfaction. As a model of Job Placement, extensive focus and support is also given to candidates as they market themselves to employers who offer their career path. The result is an employee with a better attitude who learns quicker and works harder and a community member whose career clarity and know-how allows them to be career resilient throughout their working life, making them more valuable to employers and able to maintain self-sufficiency and career success.

The goal of the WorkNet Model is to help people to begin and succeed in careers that lead to success and satisfaction, with a special focus on helping people with significant barriers to sustain positive life change, maintain economic self-sufficiency, and become career resilient.

MODEL GOAL, DISTINCTIONS & KEY OBJECTIVES

The goal of the WorkNet Model is to help people to begin and succeed in careers that lead to success and satisfaction, with a special focus on helping people with significant barriers to sustain positive life change, maintain economic self-sufficiency, and become career resilient.

Here are the most important things that define and distinguish the WorkNet Model:

- It is based on solid Career Development theory and practices but is designed to be practical, user-friendly and applicable for job seekers and career changers at all levels.
- Its authors have a special passion and proven ability to help people facing significant barriers to employment including a history of government dependence, poverty, incarceration, mental instability, drug and alcohol abuse, immigration or refugee status, limited education, and more.
- It is the chosen model of the largest providers of employment services to the “difficult-to-place” in Australia, New Zealand, England and Scotland and has touched more than 1 million lives across the globe in the last two decades.
- It is developed by Christians who understand that each of us is uniquely created by God, who loves us and has a wonderful plan for our lives, and that work is a vital part of becoming and expressing who He created us to be. You will not find scripture in our curriculum, but our faith is our motivation and our “Theology of Work” presents the Biblical scriptures from which these ideas come.

The key objectives that facilitate the goal of the model include helping candidates:

- Discover their “what’s in it for me?” to begin and succeed in a career and using their natural motivation to engage them to the career development and job search processes.
- Clarify the most important fascinations, skills, and values they want to incorporate into their career decision-making process.
- Identify their career goals, explore possible career paths, choose a career direction, and select the job(s) they will pursue next.
- Identify and overcome the barriers that keep them from getting and succeeding in the job they are pursuing next and to do so in a way that equips them to overcome barriers that could keep them from succeeding and advancing throughout their careers.
- Understand how employers think and how to succeed in today’s business culture, allow them to identify their “what’s in it for them?” to embrace these ideas, and support them in becoming “bi-cultural” throughout their working lives.
- Learn to advance their careers by pursuing a raise or promotion within their company or making a planned move to another company.

- Design and implement an individualized job search strategy that allows them to quickly secure a job that moves them closer to their career goals.
- Manage their life/work balance and job performance once hired, mentor them on career success strategies, and support them in making at least one planned career move.

PROVEN SUCCESS

The WorkNet Model produces excellent measurable results.

Job Placement	90%+
Job Retention at 1-Year	64%
Job Upgrade within 1 Year	29%

VITAL COMPONENTS OF THE MODEL

The comprehensive WorkNet Model covers the entire career development process, from stabilization beyond job placement. These five vital components represent the content of the model, the lessons offered to candidates. The WorkNet job seeker curriculum covers these components, and we offer staff training on each of them.

Foundations for Success

There are dynamics that are constantly in play throughout the career development process and a person's career. WorkNet's unique approach includes identifying and reducing fear surrounding change, new expectations and responsibilities, failure, success, and more, as well as identifying and mobilizing a person's motivation in life and toward work, and teaching and supporting decision-making and personal responsibility. These concepts run throughout the model, from recruitment, engagement and orientation, through job placement, and into post-placement support, and we use a 50/50 approach to the partnership that allows these lessons to be taught, practiced and integrated.

Life/Work Planning

... How can I do work that works for me?

Life/Work Planning, also called career planning, deals with issues such as exploring career options, choosing a career direction that supports the person's values and allows them to do work they love, developing career plans, and balancing work and life. WorkNet's unique approach also deals with redefining "work" and the role it can play in life, the difference between jobs and careers, why everyone can have a career and begin immediately, dreams and motivations, as well as fear, internal and external sabotage, past patterns and triggers to watch for, and how to integrate career development with other important dynamics, like addiction recovery, faith, family and values, parole conditions, mental illness and health, compliance in government programs, healthy relationships, etc.

Overcoming Barriers

... How can I overcome what's keeping me from getting, keeping and advancing in work I want?

We all have barriers to employment, and most employment approaches include traditional strategies for overcoming them. However, if your program seeks to serve people with especially challenging barriers, traditional approaches don't go far enough. WorkNet's unique and long-term approach teaches a reliable, memorable way for candidates to think like the employer to identify their own barriers and a proven process for overcoming any barrier with our five "SOLAR Solution Tools." Candidates can use this knowledge immediately and throughout their working life to develop long-term, career enhancing solutions that respect who they are and satisfy the employer (and they can pass this knowledge onto others).

Succeeding in Today's Business Culture

Research

Below are brief summaries of demographics and outcomes from YouthBuild programs, plus key external studies conducted on YouthBuild programs since 1996.

Outcomes and Demographics

Demographics

Demographics of YouthBuild students in the United States, based on data submitted to YouthBuild USA:

- 100% are low-income.
- 93% enter without a diploma.
- 71% are men; 29% are women.
- 53% are African American; 22% are Latino(a); 20% are White; 3% are Native American; 2% are Asian American.
- 39% have received public assistance.
- 33% are court-involved.
- 26% are parents.

Outcomes

In the United States, based on data submitted to YouthBuild USA:

- 71% of enrollees completed the program.
- 71% of enrollees obtained their GEDs/high school diplomas, industry-recognized credentials, or both.
- 51% of enrollees went on to postsecondary education or jobs averaging \$9.24 an hour.
- 79% of those placed retained their placements for at least six months.
- Recidivism rates within one year of enrollment for court-involved YouthBuild students averaged 13%.

Synopses of Key Research on YouthBuild (in chronological order)

Qualitative Studies

Ronald F. Ferguson et al., YouthBuild in development perspective: A formative evaluation of the YouthBuild demonstration (http://www.eric.ed.gov/ERICWebPortal/search/recordDetails.jsp?ERICExtSearch_SearchValue_0=ED413381&searchtype=keyword&ERICExtSearch_SearchType_0=full_pageLabel=RecordDetails&accno=ED413381&nfs=false&source=ae), **Department of Urban Studies and Planning, Massachusetts Institute of Technology, 1996.**

This study, a qualitative and quantitative analysis, examined the first five demonstration sites for two full cycles. It included pre and post interviews of over 60 students. Comparison with other nationally known youth programs including Job Corps showed that YouthBuild had the highest level of GED achievement. The study defined the observable stages of personal development that students went through to change their identity and relationship to society. It also defined the key elements of the top performing sites correlated with high outcomes. These elements included: 1) attention and support from the sponsoring agency; 2) excellent leadership at the program level; 3) fidelity to the YouthBuild philosophy and program design; 4) sufficient flexible funding to address issues as they arose without bureaucratic obstacles; 5) control by the sponsoring organization over the construction sites and housing development; 6) excellent training and technical assistance; and 7) a cohesive, caring, and competent staff.

Anne Wright, The YouthBuild Welfare-to-Work Program: Its Outcomes and Policy Implications (https://youthbuild.org/sites/default/files/basic_page/2011/08/128/TheYouthBuildWelfare-to-WorkProgram-ProgramOutcomesandPolicyImplications_July2001.pdf), **YouthBuild USA, 2001.**

This is a study of a three-year grant funded by DOL run from 1998 to 2001 by YouthBuild USA at ten programs. The outcomes of the YouthBuild Welfare-to-Work (WtW) program were higher than those of other WtW programs recruiting under the same eligibility regulations, with 50 percent of all trainees being placed in a job at the end of the program, compared to 44 percent of other WtW program enrollees. YouthBuild graduates earned an average of \$7.91 an hour in their first job placement (in 2001), compared to \$6.81 an hour for other WtW program participants.

Andrew Hahn, Thomas D. Leavitt, and Erin Horvat, Life After YouthBuild: 900 YouthBuild Graduates Reflect on Their Lives, Dreams, and Experiences (https://youthbuild.org/sites/default/files/basic_page/2011/08/128/LifeAfterYouthBuild-FullRpt.pdf), **Heller School at Brandeis University, 2004.**

This study combined a 15-page survey of 900 graduates from over 30 programs and in-depth interviews with a cross-section of 57 randomly selected graduates at eight programs. Both the survey and the interview

results showed that YouthBuild graduates are highly positive about their program experiences, appreciating both the family-like environment and the high expectations of the staff. The survey results showed that 75 percent of these graduates were either in postsecondary education or in jobs averaging \$10 an hour; 91% of graduates rated their YouthBuild experience highly; 85% were still involved in community activities; and a high percentage were successful and free of government supports using a variety of indicators. Many graduates also expressed a need for more assistance with personal or career-related issues after graduation.

Wally Abrazaldo et al, [Evaluation of the YouthBuild Youth Offender Grants](https://youthbuild.org/sites/default/files/basic_page/2011/08/128/Evaluation_of_the_YouthBuild_Youth_Offender_Grants_-_Final_Report.pdf)

(https://youthbuild.org/sites/default/files/basic_page/2011/08/128/Evaluation_of_the_YouthBuild_Youth_Offender_Grants_-_Final_Report.pdf). **Social Policy Research Associates, 2009.**

DOL selected YouthBuild USA to participate in its Incarcerated Youth Offender Program, granting \$18.2 million over three years to YouthBuild USA for 34 local YouthBuild programs enrolling over 1200 youth. Outcomes exceeded all but one of the short-term targets, including enrollment, completion, GED/HSD attainment, placement, wages, and recidivism. DOL engaged Social Policy Research Associates (SPRA) to do a thorough qualitative study of the program in its third year. The evaluation assessed recruitment and enrollment, educational services, vocational training, case management and retention, and youth leadership and community service.

The study found that all the programs adhered to the basic YouthBuild program design and philosophy, and beyond that the higher performing programs shared certain characteristics: they were usually part of a larger sponsoring agency in which leadership treated YouthBuild as a priority, had a lower student-to-staff ratio, offered their GED preparation or high school classes onsite with teachers from similar backgrounds as the students, effectively linked vocational training to academic instruction, offered industry recognized certifications, had a youth policy council to advise the director, and offered both housing rehabilitation and new construction. It found that the intensity of partnerships with other local agencies did not correlate with higher outcomes. It was more important to have a cohesive internal program community.

Andy Hahn and Tom Leavitt. [The Efficacy of Education Awards in YouthBuild AmeriCorps Programs](https://youthbuild.org/sites/default/files/basic_page/2011/08/128/REPORT_YouthBuild_AmeriCorps_Evaluation_February07.pdf)

(https://youthbuild.org/sites/default/files/basic_page/2011/08/128/REPORT_YouthBuild_AmeriCorps_Evaluation_February07.pdf).

Center for Youth and Communities, Heller School for Social Policy and Management, Brandeis University, 2007

This report looks at the degree to which AmeriCorps Education Awards affect involvement in postsecondary education-related activities, utilizing comparisons between YouthBuild AmeriCorps and other YouthBuild completers. The analysis showed that (1) program completers at YouthBuild AmeriCorps programs were more likely than completers at non-AmeriCorps YouthBuild programs to have applied to and been accepted to postsecondary education or training institutions, and to be preparing for a variety of postsecondary educational options, and (2) within the YouthBuild AmeriCorps respondent population, those who actually earned an AmeriCorps Education Award were more likely to apply to, be accepted to, and be enrolled in post-secondary institutions than those who did not earn an AmeriCorps Education Award. Effects were particularly strong among black men.

Michael Midling and Jillianne Leufgen. [An Analysis of GED Attainment at YouthBuild AmeriCorps Programs](https://youthbuild.org/sites/default/files/basic_page/2011/08/128/YouthBuild_AmeriCorps_Eval_Report.pdf)

(https://youthbuild.org/sites/default/files/basic_page/2011/08/128/YouthBuild_AmeriCorps_Eval_Report.pdf). **Social Policy Research, 2010.** The researchers studied 31 YouthBuild AmeriCorps programs. They analyzed GED attainment in relation to program practices and demographics of students served, and conducted surveys of students and staff, as well as in-depth interviews in five programs. They concluded that the students were "overwhelmingly positive" about their experiences in YouthBuild, expressing that both the teachers and other staff "cared about them as individuals" and "did whatever necessary to help them reach their educational goals." Various educational practices correlated with higher GED outcomes: higher teacher to student ratios; offering high school diplomas as well as GED's and thereby enriching the curriculum; managing the educational program internally rather than outsourcing it to a partner organization; alternating academic and on-site hours frequently – no less frequently than every other week; and using mixed teaching styles including individual tutoring and group teacher presentations. They found that screening out students based on academic proficiency did not correlate with higher GED achievement. One observation that surprised the researchers was that previously incarcerated students were three times more likely to achieve their GED. They hypothesized possible higher motivation but recommended further exploration of why this was so.

Peter Levine. [Pathways into Leadership: A Study of YouthBuild Graduates](http://www.knightfoundation.org/media/uploads/publication_pdfs/YouthBuild_report_for_Knight_Foundation.pdf)

(http://www.knightfoundation.org/media/uploads/publication_pdfs/YouthBuild_report_for_Knight_Foundation.pdf). **CIRCLE, Tufts University, 2012.**

This report studied YouthBuild students who had participated in YouthBuild USA's pathways into civic leadership and found them to be extraordinarily effective. Young people who faced enormous challenges at entry to YouthBuild and barely expected to live to age 25 changed their trajectory, internalized the skills and values to become committed civic leaders, with many becoming non-profit professionals, pastors, and even elected officials.

Kathleen A. Tomberg. [Youth Development Through Service: A Quality Assessment of the YouthBuild AmeriCorps Program](https://youthbuild.org/sites/default/files/basic_page/2011/08/128/ybec2013.pdf)

(https://youthbuild.org/sites/default/files/basic_page/2011/08/128/ybec2013.pdf).

Transitional Jobs: Background, Program Models, and Evaluation Evidence

Dan Bloom

February 2010



Third, job developers may have a hard time using the TJ experience to improve their clients' odds of getting and holding a regular job. In theory, the fact that an individual has worked and performed well for a number of weeks or months in a transitional job should provide valuable evidence of an employment track record for a job developer who is trying to persuade an employer to consider a client for a job opening. In fact, in many TJ programs, there is a lack of "continuity" between the TJ component and the job development services — that is, they operate as distinct components.⁴⁵ In some programs, the job development services may not benefit much from the fact that participants have worked in a transitional job, and they may look much like job development services in programs that do not offer transitional jobs.

Some programs have attempted to address this issue by ensuring that job developers and case managers work with the same group of participants; this may help the job developers get to know their clients better and learn about their performance in the TJ assignment. For example, in Philadelphia's TWC, staff are arranged in teams that all work with the same group of participants. Each team includes a job developer and case managers who specialize in particular phases of the program.

Emerging Evidence on the Impacts of TJ Programs

Several studies have described TJ programs and tracked their outcomes, but, until recently, there was no rigorous evidence on the impacts of these models. This is changing, however, as results begin to emerge from three ongoing evaluations of TJ programs that are using random assignment research designs:

- **The Center for Employment Opportunities (CEO) evaluation.** Part of the HHS Enhanced Services for the Hard-to-Employ project, this evaluation is assessing the New York City-based CEO, one of the nation's largest and best-known TJ programs for former prisoners. In 2004-2005, nearly 1,000 parolees who showed up at CEO seeking service were assigned, at random, either to a program group that was eligible for CEO's regular TJ program or to a control group that was offered basic job search assistance (also from CEO).⁴⁶ The study is tracking the program's impacts on employment, recidivism, and other outcomes.
- **The Transitional Work Corporation (TWC) evaluation.** Also part of the HHS Hard-to-Employ project, this evaluation is testing two alternative employment strategies for long-term or potentially long-term TANF recipients

⁴⁵Kirby et al. (2002).

⁴⁶Random assignment was conducted only in weeks when the number of people seeking services was larger than the number of available TJ slots.

in Philadelphia. Nearly 2,000 people who met the study criteria were assigned, at random, to a group that was referred to TWC — a large, established TJ program — and was required to participate; or to a second group that was referred to a program called “Success Through Employment Preparation” (STEP), which focused on up-front assessment and preemployment services, and that was required to participate; or to a control group that was not required to participate in work activities and was not permitted to enroll in either TWC or STEP. The study is tracking impacts on employment, welfare receipt, and other outcomes.

- **The Transitional Jobs Reentry Demonstration (TJRD).** Initiated by the Chicago-based Joyce Foundation and also funded by the JEHT Foundation and the U.S. Department of Labor, this project is testing TJ programs for former prisoners in Chicago, Detroit, Milwaukee, and St. Paul. In 2007-2008, approximately 1,800 men who were recently released from prison and who agreed to participate in the project were assigned, at random, to a TJ program or to a program providing basic job search assistance. The study is tracking employment and recidivism outcomes for at least one year.⁴⁷

The CEO evaluation has released results covering three years after people entered the study, and the TWC study has released results for a two-year follow-up period; the TWC study will eventually follow sample members for at least three years.⁴⁸ Results from the TJRD project will be available in mid-2010. (See Box 1 for more information about CEO, TWC, and the St. Paul site in the TJRD project.)

All three studies collected data on participants’ characteristics at the point of study entry. For example, participants in the CEO study were mostly over 30 years old and had an average of seven prior convictions. Those in the TWC study had received 40 months of welfare benefits, on average.

Figure 1 shows the flow of study participants into the CEO and TWC programs and studies. As the figure shows, there is a key difference in the design of the two studies. In the CEO study (the top panel of the figure), individuals entered the study and went through the random assignment process when they showed up to CEO’s office seeking services. Thus, by definition, 100 percent of the people in the program group showed up to CEO. Of those, almost

⁴⁷See Bloom (2009).

⁴⁸The most recent published reports cover two years of follow-up for CEO (Redcross et al., 2009) and 18 months of follow-up for TWC (Bloom et al., 2009). However, slightly longer-term results from both studies were presented at the research conference of the Association for Public Policy Analysis and Management (APPAM) in November 2009.

Name:

**Narrative Attachment 51:
Community Development Block
Grant Leverage Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att51CDBGLeverageDoc



Department of Administration
Community Development Grants Administration

Tom Barrett
Mayor

Sharon Robinson
Director of Administration

Steven L. Mahan
Community Block Grant Director

February 4, 2015

Secretary Julián Castro
U.S. Department of Housing and Urban Development
451 Seventh Street, NW
Washington, DC 20410

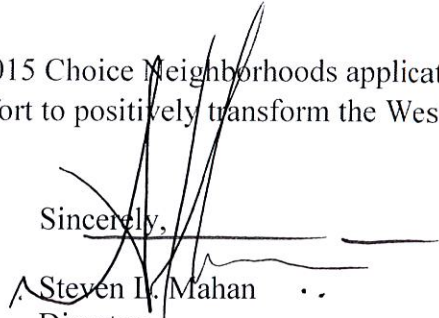
Dear Secretary Castro:

As the appropriate local official with the necessary authority for the City of Milwaukee, I am firmly committing \$1,500,000 of Community Development Block Grant (CDBG) funds to support the activities in the FY 2014/2015 Choice Neighborhoods Implementation Initiatives grant application for the Westlawn neighborhood. These dedicated funds are to be used over the life of the Westlawn Choice Neighborhoods Implementation grant period. This \$1,500,000 commitment is 10% of Milwaukee's current Block Grant allocation. These funds are payable over 5 years, at \$300,000 beginning in 2015, and are contingent on the award of a \$30 million FY2014/2015 Choice Neighborhoods grant and an actual CDBG annual allocation of \$14,986,505.

The Community Development Grants Administration is responsible for applying for, recommending the allocation of, and overseeing the effective use of local, State and Federal funds for programs in targeted central city neighborhoods. Financial support assists lower income families and removes blight from Milwaukee's neighborhoods. The City of Milwaukee's Westlawn Transformation Plan is consistent with the City's and CDGA's Consolidated Plan to improve Milwaukee neighborhoods by improving housing stock, eliminating poverty by supporting job creation and business expansion efforts, address various issues facing youth, and promoting neighborhood residents/stakeholder involvement to help improve area social conditions, safety, physical appearance and living environment.

I strongly support this FY 2014/2015 Choice Neighborhoods application and believe that it will provide a strong, cohesive effort to positively transform the Westlawn neighborhood.

Sincerely,


Steven L. Mahan
Director

Name:

**Narrative Attachment 52:
CCI Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att52CCIDoc

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells St.
Milwaukee, WI 53202

Dear Mayor Barrett:

We are writing this letter to express our strong support for your FY2014 Choice Neighborhoods Initiative Implementation grant application for the revitalization of the Westlawn neighborhood.

City government is engaged in a number of housing and neighborhood redevelopment activities that will support the Westlawn neighborhood. The City of Milwaukee places a strong emphasis on clustering and targeting resources – and working with partners in a “collective impact” approach to maximize the effects of its investment.

The Choice Neighborhood Target area will be supported by these efforts:

Healthy Neighborhoods

Working with the Greater Milwaukee Foundation, the City is investing in neighborhoods through the Healthy Neighborhoods Initiative. The Healthy Neighborhoods Initiative is a partnership between the City of Milwaukee, the Greater Milwaukee Foundation and participating neighborhoods to promote positive images of City neighborhoods, improve their physical conditions and housing stock, and build residents’ capacity to impact positive change in their neighborhoods. Two of the City’s eight Healthy Neighborhoods are located within the boundaries of the Choice Neighborhoods target area. The City’s firm commitment of funding for the Healthy Neighborhoods for the next three years is \$450,000. This funding will match the financial commitment of the Greater Milwaukee Foundation to support the Initiative and will be supplemented by City funded housing rehabilitation loan programs marketed within the Healthy Neighborhoods.

Strong Neighborhood Initiative

The City’s Strong Neighborhood Initiative is the City’s comprehensive effort to address all impacts of the tax foreclosure issue and stabilize City neighborhoods. The initiative includes activities around foreclosure prevention, blight elimination, neighborhood revitalization and vacant lot renewal.

We would work closely in the Choice Neighborhoods Transformation neighborhood to coordinate these activities in a systematic manner to support your neighborhood stabilization and revitalization goals. Our resources would be deployed to provide incentives for the purchase of City-owned tax foreclosed properties for homeownership and responsible rental property ownership; to transform vacant lots into neighborhood assets; eliminate blight through targeted demolition activities, and provide low interest loans to existing homeowners for essential home repairs. Our firm commitment of funding for the next three years for these efforts is \$2.3 million.

Other

The City of Milwaukee's City-Wide Facade Program will establish The Silver Spring Facade Cluster program in an effort to enhance the storefronts along the Silver Spring neighborhood commercial corridor. The Silver Spring Cluster Program will focus on the commercial corridor along Silver Spring Drive from North 51st to 76th Streets. The City of Milwaukee firmly commits \$50,000 for a pilot program to provide matching funds to commercial property/business owners located in the Westlawn neighborhood.

The City of Milwaukee will waive various fees, such as footing and foundation permits, building permits, erosion control and occupancy permits for the Housing Authority of the City of Milwaukee (HACM). The value of these fees, based on the prior development of the eastern half of Westlawn, is \$275,000.

In summary, the City is engaged in a number of major development efforts in the Westlawn neighborhood, and the City and its partners will be making significant investments in the area over the next five years. Your proposed plan for Westlawn will strengthen and support these efforts.

We consider the City's co-applicant, Housing Authority of the City of Milwaukee, to be the strongest of partners in our work to improve our neighborhoods and the quality of life for our citizens. We hope that the U. S. Department of Housing and Urban Development will give favorable consideration to your application.

Sincerely,

A handwritten signature in blue ink that reads "Rocky Marcoux". The signature is written in a cursive style and is contained within a rectangular box.

Rocky Marcoux
Commissioner



HAVENWOODS

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

I am writing to express my strong support for your FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the Transformation of the Westlawn neighborhood.

Havenwoods Economic Development Corporation firmly commits to providing \$60,00.00 in dedicated funds over the life of the FY2014/FY2015 Choice Neighborhoods Implementation Grant for the Westlawn Transformation Plan for the Healthy Neighborhood Initiative to address four components of strategic neighborhood revitalization: stabilizing the residential real estate values (\$10,000.00), increasing social engagement (\$ 5,000), neighborhood beautification (façade grant programs for commercial buildings and commercial landscaping) (\$40,000.00), and neighborhood promotion and image in the Westlawn neighborhood(\$5,000.). The Havenwoods community is also home to Business Improvement District #31, which has an annual budget of \$177,000. Included in BID #31 is a \$4 million expansion of the Asian Public Market that will be completed in 2015 and will house 100 entrepreneurs, grocery stores, medical clinic, pharmacy, and large banquet hall for community meetings. These neighborhood and commercial investments will contribute to the goals and outcomes in your 2014/2015 Choice Neighborhoods application.

We look forward to working with you and hope that the U.S. Department of Housing and Urban Development will give favorable consideration to your request.

Sincerely,



Stephanie Harling
Executive Director



January 20, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Milwaukee, WI 53202

Dear Mayor Barrett:

As a certified Community Development Entities (“CDE”) by the Community Development Financial Institutions Fund of the United States Department of Treasury (“CDFI Fund”), the Milwaukee Economic Development Corporation (“MEDC”) has received \$28 million of New Market Tax Credits in 2014 to provide financing to operating business in the City of Milwaukee through its revolving loan fund program.

In support of the Housing Authority of the City of Milwaukee (“HACM”) application for a FY 2015 Choice Neighborhoods Initiative Implementation grant for the transformation of the Westlawn neighborhood, which is bounded by Sherman Boulevard (east), 76th Street (west), Mill Road (north), and Villard Avenue (south), MEDC will commit to utilize up to \$2.5 million of its allocation to assist in financing the retail space to be developed by HACM at Westlawn, at an interest rate of between 1% to 3.25% for a maximum term of 7 years, with flexible amortizations and interest only periods. Final terms of the financing will be subject to satisfactory underwriting and Board approval.

Since inception in 1971, MEDC has provided low-interest loans to businesses in the City of Milwaukee with a focus on funding minority or women-owned businesses, as well as areas of disinvestment. From 2010-2014, MEDC financed over \$96 million in new loans to 180 companies resulting in approximately 8,000 new and/or retained jobs. These projects leveraged over \$284 million of private investment.

We look forward to working together to improve the quality and quantity of businesses in the Westlawn neighborhood which has a positive impact on the residents and the community as a whole.

Sincerely,

A handwritten signature in black ink that reads "David E. Latona".

David E. Latona
President



February 4, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Room 201
Milwaukee, WI 53202

Education • Lending • Coaching
Entrepreneurship
Financial Impact

Greater Milwaukee
1533 N. RiverCenter Drive
Milwaukee, WI 53212
Phone: 414.263.5450

South Central
2300 S. Park Street, Suite 103
Madison, WI 53713
Phone: 608.257.5450

Southeast
600 52nd Street, Suite 130
Kenosha, WI 53140
Phone: 262.925.2850

245 Main Street, Suite 102
Racine, WI 53403
Phone 262.898.5000

info@wwbic.com
wwbic.com

Dear Mayor Barrett:

As the President/CVO of the Wisconsin Women's Business Initiative Corporation (WWBIC), I am writing to express my strong support for your FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the Transformation of the Westlawn neighborhood.

WWBIC is an experienced, long-term partner of the Housing Authority and the City of Milwaukee and is also a Community Development Financial Institution (CDFI). Since WWBIC was incorporated in 1987, we have loaned over \$34.7 million to 3500 business borrowers, helped entrepreneurs create and retain over 8,000 jobs, and assisted 50,000 clients with business training and other services.

WWBIC firmly commits to providing \$500,000 in matching funds to the Critical Community Improvements funding for the commercial/small business development revolving loan fund, thus leveraging impact with match with the Choice Funds for any revolving loans made to local businesses.

Secondly, WWBIC is committed to helping the City and HACM develop and manage this revolving loan fund targeted at the Westlawn Choice Neighborhood for the five year grant period.

We hope that the U.S. Department of Housing and Urban Development will give favorable consideration to your request.

Sincerely,

Wendy K. Baumann
President/CVO

Name:

**Narrative Attachment 53:
Neighborhood Investment
Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att53NeighInvestmentDoc

Attachment 53: *Neighborhood Resources*

OMB Approval No. 2577-0269
(exp. 1/31/2015)

List all funds that will be used for Neighborhood Development only. For each resource you list, you must provide a commitment document behind this Attachment that meets the standards described in the match and leveraging section of the NOFA. The amounts listed on this form must be consistent with the amounts listed on the Sources & Uses Attachment and the amounts in each resource commitment document.

Source of Neighborhood Leverage Resource	Dollar Value of Resource	Page # of Commitment Document	HUD Use Only Amount Approved
<u>Carmen Schools</u>	\$ 1,710,450.00	<u>150-152</u>	\$ <u> </u>
<u>Dept of Public Works</u>	<u>10,136,500.00</u>	<u>153-154</u>	<u> </u>
<u>Redevelopment Authority</u>	<u>15,000.00</u>	<u>155</u>	<u> </u>
<u>Havenwoods Economic Devt Corp</u>	<u>4,000,000.00</u>	<u>156</u>	<u> </u>
<u>Milw. Co. Dept. of Transportation</u>	<u>19,100,000.00</u>	<u>157-158</u>	<u> </u>
<u>Milwaukee Public Library</u>	<u>275,000.00</u>	<u>159-160</u>	<u> </u>
<u>Milwaukee Public Library</u>	<u>47,904.00</u>	<u>159-160</u>	<u> </u>
<u>Greater Milwaukee Committee</u>	<u>52,100.00</u>	<u>161</u>	<u> </u>
<u>Growing Power</u>	<u>486,000.00</u>	<u>162-163</u>	<u> </u>
<u>Hentzen Coatings</u>	<u>7,500,000.00</u>	<u>164</u>	<u> </u>
<u>WWBIC</u>	<u>120,000.00</u>	<u>165</u>	<u> </u>
<u>WE Energies</u>	<u>4,800,000.00</u>	<u>166</u>	<u> </u>
<u>Friends of Housing Corp.</u>	<u>736,170.00</u>	<u>167</u>	<u> </u>
<u>KaBOOM!</u>	<u>75,458.00</u>	<u>168</u>	<u> </u>
<u>WHEDA</u>	<u>2,600,000.00</u>	<u>169-170</u>	<u> </u>
Page Total	\$ 51,654,582.00		\$ 0.00

Page 1 of 1

Carmen

SCHOOLS OF
Science Technology

February 2, 2015

Mayor Tom Barrett
City of Milwaukee
City Hall
200 E. Wells Street, Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

As Founder and Head of Schools, Carmen Schools of Science and Technology (Carmen Schools), I am pleased to provide this letter of commitment supporting the City of Milwaukee's 2014 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood. Carmen Schools of Science and Technology operates two public secondary schools under charters from the Milwaukee Public Schools (MPS). The schools provide a rigorous college preparatory curriculum with an emphasis on science and engineering and a focus on developing career readiness. Students are admitted on a completely non-selective basis and are drawn from the neighborhoods surrounding the campuses.

Establishing schools as a vital component of central city neighborhoods to help promote neighborhood revitalization and economic development has been a key element of our expansion strategy as one of Milwaukee's highest performing charter school networks. A central focus of the Carmen Schools mission is to build neighborhood stability by using our campuses as central anchors for gathering, connecting, and tapping into neighborhood resources.

Carmen High School of Science and Technology, the Carmen Schools' first campus, opened in 2007 as an MPS-authorized charter high school on Milwaukee's south side. Carmen South now serves 350 students in grades 9-12; 98 percent are Latino and 90 percent are low-income. Students in the Carmen South Campus Class of 2014 attended college in fall 2014 at a rate of 82%, the highest of all 32 MPS high schools. By comparison, 39% of all MPS graduating seniors and 68% of all Wisconsin graduates enrolled in college last Fall. U.S. News and World Reports ranked Carmen in the top ten in its listing of the "Best High Schools in Wisconsin" in both 2013 and 2014.

Carmen Middle/High School of Science and Technology, Northwest Campus, opened in the proposed Choice Neighborhood in August 2013 under an MPS charter. Carmen Schools leased the 180,000 square foot MPS building that had until June 2013 housed the lowest performing secondary school in the state of Wisconsin. The current enrollment in the facility under the Carmen Northwest Campus leadership is 350 students in grades 6,7, 9 and 10, with the following demographics: 90% low-income, 78% African American, 15% Hispanic, 5% white and 2% Asian. Carmen Northwest Campus will add new 6th grade and 9th grade cohorts each year until the school serves 800 students in grades 6-12. Academic achievement tests in the school's first year show student growth at rates well above average, and comparable to the original Carmen campus. School-wide MAP assessment growth for Math at Carmen Northwest was

228% of that projected, compared to 124% for MPS. School-wide MAP assessment growth for Reading was 199% of that projected, compared to 117% for MPS for the same grade levels. Carmen Northwest students in grades 8 and 9 Fall to Spring growth rates on the ACT EXPLORE exam were double those projected by ACT for one academic year.

The planning for Carmen's new Northwest Campus began in early 2012 with a team that met regularly over a year and a half and included leaders from Carmen Schools as well as representatives from the Westlawn Housing Development Resident Council, the Housing Authority of the City of Milwaukee, the Havenwoods Economic Development Corporation, the Silver Spring Neighborhood Center, parents from the neighborhood, and the principal from Kluge Elementary School, also in the proposed Choice Neighborhood. Since the school opened in Fall 2013, these neighborhood organizations have continued to grow their partnerships with Carmen Schools and the representatives have remained members of the Carmen Northwest Campus School Improvement Committee, which oversees and reviews progress toward goals in the school's annual education program plan.

Existing Leverage

Carmen Schools of Science and Technology firmly commits to continue to provide the following existing activities in support of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development and homes in the proposed Choice Neighborhood:

1. School Facility Furnishings, Equipment, and Renovations. Since opening in August 2013, Carmen Schools of Science and Technology has raised and expended \$810,450 for the Carmen Northwest Campus for the following costs: \$130,986 for building improvements; \$82,968 for building furnishings; \$596,496 for equipment, technology and instructional materials for a state-of-the-art college preparatory high school. An additional \$400,000 will be expended in the same categories prior to the start of the five-year grant period.

2. Recruitment of Students from Westlawn Housing Development and the Proposed Choice Neighborhood. Since opening in August 2013, the Carmen Northwest Campus has had a full-time admissions and neighborhood marketing director on staff to enroll students to the new school. At least 50% of the director's time is devoted to middle and high school student recruitment efforts in the immediate neighborhood, including visits to schools in the proposed Choice Neighborhood, door-to-door canvassing at Westlawn Housing and surrounding neighborhood and related efforts. This is an annual leverage of \$17,500 [0.5 x 1 years x \$35,000 (salary and taxes)] and projected total leverage of \$87,500 for the five-year term of the grant.

3. Involvement of Head of Schools in Promoting the Choice Neighborhood Concept. The Head of Schools has participated in and initiated numerous meetings with community leaders, politicians, Carmen Schools board members, and philanthropists aimed at developing and promoting the concept of a Choice Neighborhood in the Westlawn area, including Carmen's role as one of the core educational anchors in the neighborhood.

New Leverage

Carmen Schools of Science and Technology firmly commits to providing the following newly generated activities in support of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development and proposed Choice Neighborhood:

1. School Facility Furnishings, Equipment, and Renovations. Carmen commits to expending an additional \$1 million for building renovations, furnishings, equipment, technology and instructional materials to establish the Northwest Campus as the state-of-the-art college preparatory high school in the Choice Neighborhood. Half of the committed funds have been raised to date.

2. Recruitment of Residents of Westlawn and Homes in the Choice Neighborhood to Carmen Northwest Campus and to K-5 Schools in the Choice Neighborhood. As an independent charter school network, Carmen Schools has developed successful strategies for marketing its campuses as neighborhood schools with a clear mission, vision and rigorous academic program. The elementary schools in the proposed

Choice Neighborhood have only recently begun to recruit independently of the larger MPS system, targeting nearby neighborhood residents. Carmen will commit its community engagement staff person to work 25% time in collaboration with the three K-5 schools in the Choice Neighborhood to create and implement a joint marketing strategy to promote the value of attending preK through 12th grades in the neighborhood. Over the five-year term of the grant this amounts to \$62,500 in leveraged funds [0.25 x \$50,000 (salary and benefits) x 5 years].

3. Family Events and Athletics for Westlawn and Choice Neighborhood Residents. Carmen will offer its newly renovated full-size gym, dance studio and workout rooms one night per week and at least one weekend per month of adult and family recreation time for Westlawn residents (minimum of two hours per session).

4. Job Skills Training for Westlawn and Choice Neighborhood Residents. Carmen commits to opening its new Makerspace facility (especially the woodworking and electronics shops) to residents to assist in jobs skills training at least one evening per week (2 hours) and two Saturdays per month (4 hours) and summer workshops (average 12 hours x 3 per summer). The leveraged funds are for the Makerspace staff persons. Over the five-year term this amounts to a total of \$15,500 [5 x 124 hours x \$25 per hour (average wage plus taxes)].

5. Collaboration with Silver Spring Neighborhood Center to Recruit Employees. Carmen will commit to hiring each year at least one employee trained at SSNC as part of the Transform Milwaukee Jobs Program. Depending on skills, the employees would work as office staff, paraprofessionals who support classroom instruction, or computer technicians.

6. Choice Neighborhood Advisory Committee and Related Efforts. The Head of Schools will work with the Choice Neighborhoods Advisory Committee throughout the term of the grant and beyond. In addition, the Head of Schools will work to raise local and national philanthropic support for programs to improve academic achievement in all schools within the Choice Neighborhood, and serve to bring attention to the Choice Neighborhood program to the broader Milwaukee community through a variety of forums. This commitment is estimated for five years at \$13,000 [5 x 2% of 130,000 (salary and benefits)]. The Carmen Northwest Campus Principal will work collaboratively with the three K-5 school principals in the Choice Neighborhood and MPS leadership to develop a true K-12 quality educational continuum for residents, including shared program planning and professional development and student activities. This commitment is estimated for five years at \$25,000 [5 x 5% of 100,000].

Carmen Middle/High School of Science and Technology, Northwest Campus, is completely committed to being one of the core educational partners in the Westlawn Choice Neighborhood Transformation Plan and will provide the above-mentioned human and fiscal resources in order to have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



Patricia J. Hoben, Ph.D.
Head of Schools



Department of Public Works
Infrastructure Services Division

Ghassan Korban
Commissioner of Public Works

Preston Cole
Director of Operations

Jeffrey S. Polenske
City Engineer

February 4, 2015

Mr. Antonio Perez
Secretary-Executive Director
Housing Authority
809 North Broadway, 3rd floor
Milwaukee, WI 53202

Dear Mr. Perez:

I am writing to express my strong support for your FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the Transformation of the Westlawn neighborhood.

The City of Milwaukee Department of Public Works (DPW) firmly commits to providing \$7.957 million in dedicated funds over the life of the FY2014/FY2015 Choice Neighborhoods Implementation Grant for the Westlawn Transformation Plan for the following public infrastructure improvements in the Westlawn neighborhood:

1) Resurface North 60 th Street (Florist to Mill)	\$3,054,000
2) Reconstruct North 76 th Street (Grantosa to Florist)	\$3,598,000
3) Water main replacement North 69 th Street (Silver Spring to Florist)	\$ 575,000
4) Water main replacement North 57 th Street (Thurston to 570 feet north)	\$ 125,000
5) Water main replacement North Strathmore Avenue (Herbert to Sheridan)	\$ 215,000
6) Water main replacement West Herbert Avenue (Strathmore to Tallmadge)	\$ 210,000
7) Water main replacement West Kathryn Avenue (Strathmore to 72 nd)	<u>\$ 180,000</u>
TOTAL	\$7,957,000

In addition, during the past 36 months, the City of Milwaukee DPW has already invested \$2.179 million for the following infrastructure improvements in anticipation of the catalytic redevelopment of the Westlawn neighborhood.

1) Water main replacement North 65 th Street (Villard to Lawn), 2013	\$ 250,000
2) Water main replacement West Carmen Avenue (62 nd to 63 rd), 2014	\$ 104,500
3) Water main replacement North 60 th Street (Silver Spring to Douglas) 2014, 2015	\$1,600,000
4) Water main replacement West Bobolink Avenue (60 th to 61 st), 2014	\$ 90,000
5) Water main replacement West Custer Avenue (44 th to 45 th), 2014	<u>\$ 135,000</u>
TOTAL	\$2,179,500



Mr. Antonio Perez

February 4, 2015

Page 2

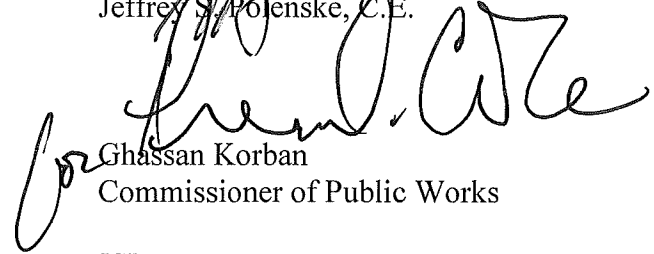
DPW's investment in public infrastructure will compliment and promote redevelopment efforts in the Westlawn neighborhood and contribute to the goals and outcomes you have described in your application your Transformation Plan.

We hope that the U.S. Department of Housing and Urban Development will give favorable consideration to your request.

Very truly yours,



Jeffrey S. Polenske, C.E.



Ghassan Korban
Commissioner of Public Works

JSP: ns



HAVENWOODS

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

I am writing to express my strong support for your FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the Transformation of the Westlawn neighborhood.

Havenwoods Economic Development Corporation firmly commits to providing \$60,00.00 in dedicated funds over the life of the FY2014/FY2015 Choice Neighborhoods Implementation Grant for the Westlawn Transformation Plan for the Healthy Neighborhood Initiative to address four components of strategic neighborhood revitalization: stabilizing the residential real estate values (\$10,000.00), increasing social engagement (\$ 5,000), neighborhood beautification (façade grant programs for commercial buildings and commercial landscaping) (\$40,000.00), and neighborhood promotion and image in the Westlawn neighborhood(\$5,000.). The Havenwoods community is also home to Business Improvement District #31, which has an annual budget of \$177,000. Included in BID #31 is a \$4 million expansion of the Asian Public Market that will be completed in 2015 and will house 100 entrepreneurs, grocery stores, medical clinic, pharmacy, and large banquet hall for community meetings. These neighborhood and commercial investments will contribute to the goals and outcomes in your 2014/2015 Choice Neighborhoods application.

We look forward to working with you and hope that the U.S. Department of Housing and Urban Development will give favorable consideration to your request.

Sincerely,



Stephanie Harling
Executive Director



Department of City Development

City Plan Commission
Neighborhood Improvement
Development Corporation
Redevelopment Authority

Rocky Marcoux
Commissioner

Martha L. Brown
Deputy Commissioner

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Milwaukee, WI 53202

Dear Mayor Barrett,

The Redevelopment Authority of the City of Milwaukee (RACM) is expressing our strong support of the Housing Authority of the City of Milwaukee's application for the FY 2014/2015 Choice Neighborhoods Initiative Implementation grant that would assist in transforming the Westlawn neighborhood.

RACM is a real estate and financing authority created by state statute in 1958 and operating under supervision of the City of Milwaukee. RACM's mission includes eliminating blighting conditions that inhibit neighborhood reinvestment and accomplishes this through (1) preparing and implementing comprehensive plans, (2) assembling real estate for hundreds of residential, commercial, and industrial developments, (3) issuing bonds and providing loans, and (4) assessing and remediating environmental issues. Historically, RACM has assisted the Housing Authority on various projects that have involved many of these tools and commits to providing these same services in supporting the Housing Authority in redevelopment of the Westlawn neighborhood. In fact, RACM firmly commits to preparing and implementing a redevelopment plan (valued at \$15,000) and conducting 5 Phase I Environmental Site Assessments (valued at \$10,000) to support the Westlawn Transformation Plan.

RACM is proud to state that our partnership with the Housing Authority has thrived over several decades and will continue as RACM works with the Housing Authority to revitalize the Westlawn neighborhood through the implementation of the Choice Neighborhoods Initiative.

Sincerely,

David P. Misky
Assistant Executive Director-Secretary
**REDEVELOPMENT AUTHORITY
OF THE CITY OF MILWAUKEE**



DEPARTMENT OF TRANSPORTATION
Milwaukee County

Brian Dranzik • Director
• Highway Commissioner

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

I am writing to express my strong support for your FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the Transformation of the Westlawn neighborhood.

Milwaukee County and the Milwaukee County Transit System provide over 151,000 trips daily and 44 million trips annually to residents throughout Milwaukee County. As a comprehensive transit system serving all residents of Milwaukee County, transit services are easily accessible and connect all residents to employment, vital services and recreational needs.

During the past 36 months, Milwaukee County spent \$19.1 million on the expansion of its public transportation services to provide improved access to jobs for residents of the City of Milwaukee, including the residents of the Westlawn neighborhood. We were aware of your Westlawn Transformation Plan when we expanded this service, which will support the catalytic redevelopment of the Westlawn neighborhood. This expanded bus services, which started after February 6, 2012, has and will contribute to the goals and outcomes you have described in your application.

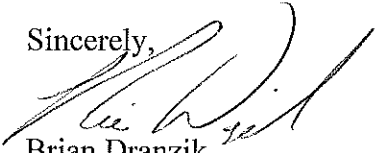
MILWAUKEE COUNTY – TECHNOLOGY RESEARCH CENTER (TIC BLDG) 10437 INNOVATION DRIVE 5th Floor
WAUWATOSA, WI 53226

PHONE NUMBERS: Director's Office 414-257-5992 Transportation Services 414-257-5900

FAX NUMBERS: Director's Office 414-257-5990 Transportation Services 414-257-5950

We hope that the U.S. Department of Housing and Urban Development will give favorable consideration to our request.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian Dranzik". The signature is fluid and cursive, with a large initial "B" and "D".

Brian Dranzik
Director of Transportation
Milwaukee County



Paula A. Kiely
Director

February 5, 2015

The Honorable Tom Barrett
Mayor, City of Milwaukee
City Hall Room 201
200 East Wells Street
Milwaukee, WI 53202

Dear Mayor Barrett:

I am writing in support of the Housing Authority of the City of Milwaukee's FY 2014/2015 Choice Neighborhoods Implementation Initiative grant application for the transformation of the Westlawn neighborhood. This neighborhood is bounded by 43rd street (east), and 76th Street (west), Mill Road Avenue (north), and Villard Avenue (south).

The Milwaukee Public Library, whose mission is to help people read, learn and connect as an anchor institution that helps build healthy families and vibrant neighborhoods, is firmly committed to supporting this community. In 2014, MPL invested \$275,000 to bring library access to this community in partnership with HACM. Together we added an Express Library to the Westlawn Housing Development. In addition to our initial investment, we anticipate investing an additional \$47,904 annually for staffing based on .1 FTE at \$7,984/year through December 2020.

We look forward to increasing access to library materials for residents of the Westlawn neighborhood and the larger community.

Sincerely,

A handwritten signature in black ink that reads "Paula A. Kiely". The signature is fluid and cursive, with a large initial "P" and "K".

Paula A. Kiely
Director



Paula A. Kiely
Director

February 5, 2015

The Honorable Tom Barrett
Mayor, City of Milwaukee
City Hall Room 201
200 East Wells Street
Milwaukee, WI 53202

Dear Mayor Barrett,

I am writing to express my strong support for your FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the Transformation of the Westlawn neighborhood.

The Milwaukee Public Library provides library services to all city of Milwaukee residents as well as others in the region. Twelve branch library locations and an Express vending library supplement the services and library collections housed in the Central Library headquarters in downtown Milwaukee. The Library's service program emphasizes the needs of children aged 0 – 5, followed by the needs of school age children. Services for teens and adults build on these programs. Additionally, the Library's strategic plan calls for targeting services and programs to three market segments, all of which include families who have low educational levels and incomes. Residents who live in the Westlawn Housing Development fall into the target audience.

This will confirm that the Milwaukee Public Library spent \$275,000 on the development of an Express Library at the Westlawn Housing Development after February 6, 2012 in anticipation of the catalytic redevelopment of the Westlawn neighborhood.

We hope that the U.S. Department of Housing and Urban Development will give favorable consideration to our request.

Sincerely,

A handwritten signature in black ink that reads "Paula A. Kiely". The signature is fluid and cursive, with a large initial "P".

Paula A. Kiely
Director



February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

I am writing to express my strong support for your FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the transformation of the Westlawn neighborhood.

The Greater Milwaukee Committee comprises 200 passionate CEOs who work together to make Milwaukee the best place to live, learn, work and play. Often working with community partners, such as the City of Milwaukee, we create new ideas and implement solutions in education, economic development and effective government.

During the past 36 months, the GMC has invested considerable staff time and resources in exploring the possibility of a Purpose Built Community at Westlawn in anticipation of the catalytic redevelopment of the Westlawn neighborhood. Our exploration of the Purpose Built model shows that it will contribute to the goals and outcomes you have described in your application. The value of our investment is \$52,100, which includes \$1,500 of travel expenses, 150 hours of staff time, and 50 hours from our members who serve as business executive volunteers in this effort.

We will continue with the exploration of a Purpose Built model throughout the term of the grant with the goal of working with Purpose Built Communities to create a separate 501c3 for the neighborhood while working in tandem with the local community, per the Purpose Built model.

We hope that the U.S. Department of Housing and Urban Development will give favorable consideration to your FY 2014/2015 Choice Neighborhoods Implementation grant application for the Westlawn neighborhood.

Warm Regards,

A handwritten signature in black ink that reads "Julia H. Taylor". The signature is written in a cursive, flowing style.

Julia Taylor



5500 W. Silver Spring Dr.
Milwaukee WI 53218
Phone: (414) 527-1546
Fax: (262) 439-6141
www.growingpower.org

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

As Farmer, Founder and CEO of Growing Power, Inc., I am pleased to provide this letter of commitment in support of your FY2014/2015 Choice Neighborhoods Implementation grant application for the Transformation of the Westlawn neighborhood.

Growing Power is a non-profit organization that focuses on the development of sustainable community food systems through which high-quality, safe, affordable food is made accessible to diverse communities everywhere. Located five blocks east of the Westlawn public housing development, Growing Power has established a Community Food Center that supports sustainable food-producing systems that are used for demonstration, production and hands-on learning. Our mission is to support people from diverse backgrounds, and the environment in which they live, by improving their food security, promoting social justice and sustainability, and building community around food sovereignty. We implement this mission by providing hands-on training, on-the-ground demonstration, outreach and technical assistance, to help people grow, process, market, and distribute food in a sustainable manner.

As you know, Westlawn is currently a “food desert” with low-income residents having few healthy food choices among the nearby stores and restaurants. For the past sixteen years, our Community Food Center has offered the public and nearby Westlawn residents access to healthy, locally grown and affordable food. We have also provided job training, leadership development, and skill-building in urban sustainable agriculture to countless youth from and around Westlawn who have participated in our youth programs, such as the Growing Power Youth Corps.

Leverage


Growing Power firmly commits to providing \$52,500 (\$10,500/year x 5 years) for compost and education/training programs for the original or new residents living in the targeted Westlawn Housing Development over the life of the FY2014/FY2015 Choice Neighborhoods Implementation Grant. Additional detail about the compost and education/training programs to support the Westlawn Transformation Plan is provided below.

1. Coordinating and managing the Westlawn community gardens that will be used by residents. Growing Power will provide training and education for residents on sustainable food production and healthy nutrition. Growing Power will use nutrient rich, microbial compost it has generated over the past year for the garden installations. (25 yards of compost x \$200 per yard = \$5,000/year, or \$25,000 for the five-year grant period)
2. Operating the pre-cooked pilot food waste collection system. Growing Power will educate residents on how to separate their trash in order to collect home-generated pre-cooked food waste for composting, which will add nutrients and fertilizer to the garden. Growing Power will oversee all waste collection and management as it pertains to this program (500 hours per year for the compost team x \$10.00 average waste rate = \$5,000/year, or \$25,000 for the five-year grant period)
3. Growing Power offers daily, hands-on education tours of its urban farm facility which demonstrate how food can be intensively yet sustainably grown in dense, urban areas. The nearly 3-acre farm consists of six A-frame green houses and eighteen hoop-houses supporting year-round agricultural production, a laying hen flock (500+), dairy goats, millions of worms, over 100,000 fish in twenty aquaponic systems throughout the facility, and countless varieties of micro-greens and vegetables growing throughout the urban farm year-round. Growing Power will promote and provide these educational tours to Westlawn residents (estimated 50 resident participants per year x \$10 per tour = \$500/year, or \$2,500 for the five-year grant period)

In addition to this \$52,500 commitment, Growing Power has already invested the following: At the 55th Street campus: \$40,000 to raze two old houses; \$42,000 to add 6 hoop houses; \$30,000 to restore hoop house 6; \$150,000 to restore the main structure of greenhouses; At the Carleton campus: (41st and Silver Spring Dr.) \$224,000 to install 32 hoop houses in anticipation of the catalytic redevelopment of the Westlawn neighborhood. These investments, which started after February 6, 2012, have and will contribute to the goals and outcomes you have described in your application.

Growing Power strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



Will Allen
Farmer, Founder & CEO



6937 WEST MILL ROAD
MILWAUKEE, WI 53218-1225

(414) 353-4200 • FAX (414) 353-0286
coatings@hentzen.com

February 5, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

I am writing to express my strong support for your FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the Transformation of the Westlawn neighborhood.

This will confirm our commitment to expand our Mill Road facilities this year to include a 10,000 s.f. office at a cost of \$1,500,000 (\$150/sf). Within the next 3 years we need to add another 40,000 s.f. production and warehouse space for \$6,000,000 (\$150/sf). These improvements in the Westlawn neighborhood will contribute to the community and economic development goals and outcomes you have described in your FY 2014/2015 Choice Neighborhoods application.

We hope that the U.S. Department of Housing and Urban Development will give favorable consideration to our request.

Respectfully,

A handwritten signature in blue ink, appearing to read "Steven A. Hentzen", is written over a light blue circular stamp.

Steven A. Hentzen





February 4, 2015

Mayor Tom Barrett
City Hall
200 East Wells St.
Milwaukee, WI 53202

Education • Lending • Coaching
Entrepreneurship
Financial Impact

Greater Milwaukee
1533 N. RiverCenter Drive
Milwaukee, WI 53212
Phone: 414.263.5450

South Central
2300 S. Park Street, Suite 103
Madison, WI 53713
Phone: 608.257.5450

Southeast
600 52nd Street, Suite 130
Kenosha, WI 53140
Phone: 262.925.2850

245 Main Street, Suite 102
Racine, WI 53403
Phone 262.898.5000

info@wwbic.com
wwbic.com

Dear Mayor Barrett:

As President/CVO of WWBIC (The Wisconsin Women's Business Initiative Corporation), I am pleased to provide this letter of commitment in support of your 2015 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood in Milwaukee.

WWBIC is proud of our strong, long-term partnership with the Housing Authority of the City of Milwaukee (HACM) to provide necessary resources and tools to residents of Milwaukee.

There has truly been a need for assistance in this neighborhood. Since 2012, WWBIC have served 248 individuals, including 35 business owners, through numerous one-on-one counseling sessions and 25 group training sessions. This assistance has supported the creation or retention of 105 jobs in the community! We have provided financial assistance as well, financing four loans totaling \$120,000 in the past three years.

The need for services in this area continues to grow. In 2014, WWBIC served twice as many business owners as we had served in 2012. We remain fully committed to providing our services to individuals residing in the Choice Transformational neighborhood, who are truly at the heart of WWBIC's mission.

WWBIC strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in transforming the Westlawn community's housing, people and neighborhood.

Sincerely,

Wendy K. Baumann
President/CVO

we energies



231 W. Michigan St.
Milwaukee, WI 53203
www.we-energies.com

tel 414.221.3651
thelma.sias@we-energies.com

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E Wells Street
Room 201
Milwaukee, WI 53202

Thelma A. Sias
Vice President - Local Affairs

Dear Mayor Barrett:

We Energies is pleased to provide its strong endorsement for the Housing Authority of the City of Milwaukee's FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the Transformation of the Westlawn neighborhood. The budgetary estimate for the cost to rebuild the natural gas and electric distribution systems based on your current conceptual plan is \$1,100,000. Of that total, We Energies firmly commits to invest \$989,000 for infrastructure made up of \$319,000 (electric credit dollars) and \$670,000 (gas credit dollars). The estimates include infrastructure improvements to replace the current electrical and gas distribution system from 64th to 68th Street in the Westlawn Housing Development to support the change from a master meter to individual meters and resident-paid utilities. This commitment is an example of the public-private partnership, which exists between the Housing Authority of the City of Milwaukee and We Energies.

In addition to improving the infrastructure in the Westlawn Housing Development, We Energies has recently (after Feb. 6, 2012) completed infrastructure upgrades and continues to replace facilities within the Westlawn neighborhood. These replacements and upgrades have included a \$1.3 million electric project in the McGovern Park area, the largest park in the Westlawn neighborhood, a \$1.7 million electric project along Lincoln Creek which runs throughout the neighborhood area and a \$1.8 million gas project on West Silver Spring area which directly borders the Westlawn Housing Development. These improvements will provide additional community assets and amenities to encourage a positive environment for citizens in the area.

We Energies is proud to support the Housing Authority of the City of Milwaukee's goal of improving the Westlawn Housing Development and Neighborhood. It is our hope that your proposal will be given every consideration for funding.

Sincerely,

A handwritten signature in cursive script that reads "Thelma A. Sias".

Thelma A. Sias
Vice President – Local Affairs



P.O. Box 772
Milwaukee, WI 53201-0772
414.463.3371 FAX: 414.463.4668

Board of Directors

Nacarci Feaster
Business Representative
Laborer's Union -Local 113 Retired

Margaret Henningsen
Executive Director
Women's Fund of Greater
Milwaukee

Roger W. Rouse
Owner, Precision Consulting Inc

Chris Goller
Regional President Wisconsin
Market
PNC Financial Services

Angela McKenzie
Administrative Law Judge

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

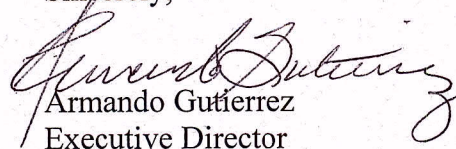
I am writing to express my strong support for your FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the Transformation of the Westlawn neighborhood.

During the past 36 months, Friends of Housing has invested \$206,170.00 in the Westlawn neighborhood in anticipation of the catalytic redevelopment of the Westlawn neighborhood. These investments, which started after February 6, 2012, include \$68,000 for security cameras, \$31,170 for the express library shelter, with an additional \$16100 for landscaping around the library, \$3900 for enhanced signage and \$87,000 for increased security staffing at Westlawn Gardens. These investments have and will contribute to the goals and outcomes you have described in your FY 2014/2015 Choice Neighborhoods application.

In addition to these past commitments, we firmly commit to providing \$530,000 in dedicated funds over the life of the FY2014/FY2015 Choice Neighborhoods Implementation Grant, through Sept. 30, 2021, to construct two new affordable homes in the Westlawn neighborhood in support of your Westlawn Transformation Plan.

We look forward to our continuing partnership and hope that the U.S. Department of Housing and Urban Development will give favorable consideration to our request.

Sincerely,


Armando Gutierrez
Executive Director



Mayor Tom Barrett
City of Milwaukee
200 East Wells
Milwaukee, WI 53202

February 6, 2015

Dear Mayor Barrett:

Thank you for your request for information regarding the costs of the KaBOOM! playspace built on **September 29, 2012** with **Humana Foundation**. KaBOOM! is a non-profit organization that leads communities through the community-build process of building playgrounds. The value of the community-build process is intrinsic and cannot have a monetary value associated to it. We'd like to think that your new playspace and the experience with us was priceless! But we understand the reality of the need for this information for insurance or accounting purposes. Following is a breakdown of project costs.

Summary of Playground Equipment, Surfacing, Tools, Materials, Site Prep and Supplies Costs:

- Playground Equipment Costs, including shipping = \$53,305.00
- Surfacing Costs, including Shipping = \$3,294.00
- Cost of Tools and Materials for Installation of the Playspace and Beautification Projects = \$18,859.04

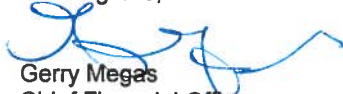
1. **Subtotal of Playground, Surfacing, Materials, Tools, and Supplies Needed for Project—\$75,458.04**
2. **In Kind Donations**—Your planning committee should be able to create a list of in-kind donations and their value. Only items that would have added cost to your budget if they had not been donated should be calculated.
3. **Cost of Project to Your Organization**—The community partner contribution was **\$8,500** but it is included in the Playground Equipment Costs listed above. You likely incurred costs beyond the community partner contribution. You should include these costs separately here.
4. **Estimated Cost of Labor**—To determine the cost of the labor using the volunteer hours, determine the average number of hours a volunteer worked, multiply that by the total number of volunteers, and multiply that by \$22.55. (*According to the Independent Sector – http://www.independentsector.org/volunteer_time?s=volunteer%20time – the estimated dollar value of volunteer time is \$22.55 per hour for 2013. The value of volunteer time is based on the average hourly earnings of all production and non-supervisory workers on private non-farm payrolls as determined by the Bureau of Labor Statistics.*)

Total Cost of Playground Project = The sum of: 1) Subtotal of Playground, Surfacing, Materials, Tools, and Supplies; 2) Cost of In Kind Donations ; 3) Cost of Project to Summit; 4) Estimated Cost of Labor.

Not included in the figures above is the long-term benefit of the Intangibles associated with the KaBOOM! community-build planning experience and process or the costs related to KaBOOM! involvement, i.e. management fees, travel, conference calls lines, manuals, etc. These costs are covered by **Humana Foundation** the funding partner for your project.

It was a pleasure to partner with you throughout the designing, planning, and building process. We hope that the children are enjoying the new play space. Please let me know if you have any additional questions.

With regards,



Gerry Megas
Chief Financial Officer
KaBOOM!

Wisconsin Housing and
Economic Development Authority
201 West Washington Avenue
Suite 700 | P.O. Box 1728
Madison, Wisconsin 53701-1728

T 608.266.7884 | 800.334.6873
F 608.267.1099



February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Milwaukee, WI 53202

RE: HUD Choice Neighborhoods Application

Dear Mayor Barrett:

WHEDA has a long history of commitment to providing unique financing tools to assist in the development and redevelopment of housing in Milwaukee – including the Westlawn neighborhood.

In April of 2012, Governor Walker and WHEDA announced a \$100 million investment goal over two years, to be leveraged by another \$100 million in public and private financing, resulting in \$200 million in identifiable projects and program initiatives in the Transform Milwaukee Area. A portion of the Westlawn neighborhood overlaps the Transform Milwaukee area.

The most obvious example of WHEDA's investment in the Westlawn neighborhood was the allocation of \$7.67 million of annual Low Income Housing Tax Credits to Westlawn Revitalization. That 10-year credit allocation of more than \$76 million allowed the first phase of the Westlawn Revitalization – completed in 2012 – to generate nearly \$71 million of equity for the \$78 million development.

Not all of WHEDA's investments have been on such a dramatic scale. Within the past two years, WHEDA has made three loans (totaling \$2.06 million) to a Milwaukee property owner who is active in the Westlawn neighborhood. Those loan proceeds allowed him to purchase and rehabilitate 55 rental units in 26 buildings.

We look forward to making further investments to support the redevelopment of the Westlawn neighborhood.



Sincerely,

A handwritten signature in black ink that reads "Sean O'Brien". The signature is written in a cursive style with a large, looped "S" and "B".

Sean O'Brien
Director- Commercial Lending
WHEDA

Name:

**Narrative Attachment 54:
Evidence of Low-Income Housing
Tax Credit Allocation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att54EvidenceLIHTCAAllocation

Wisconsin Housing and
Economic Development Authority
201 West Washington Avenue
Suite 700 | P.O. Box 1728
Madison, Wisconsin 53701-1728

T 608.266.7884 | 800.334.6873
F 608.267.1099



February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Milwaukee, WI 53202

RE: HUD Choice Neighborhoods Application

Dear Mayor Barrett:

WHEDA is very interested in providing continued support and possible financing for the second phase of the Westlawn Housing Development. The initial results of the first phase are certainly very impressive; we believe that your efforts to complete the second phase will offer a complete transformation of the Westlawn neighborhood area.

I can confirm that WHEDA allocates volume-cap, tax-exempt bond authority via a non-competitive process. As you know, there are certain minimum requirements (approval of the market, for example) that would need to be achieved prior to issuance of the bonding authority. Your application for tax-exempt bond authority may be submitted at any time during a calendar year, between January 1st and October 31st. At this time, WHEDA has a significant tax-exempt bond, volume cap ceiling – which should be adequate to accommodate the second phase of Westlawn’s redevelopment.

I can also confirm that WHEDA’s allocation of four-percent LIHTC is awarded on a non-competitive basis. Much like the allocation of tax-exempt bond authority, applications for four-percent LIHTCs are required to meet minimum threshold requirements (for items such as market demand and financial feasibility), and attain the minimum required score for LIHTC applications. Four-percent LIHTC applications can be submitted at any time during the year. WHEDA will provide 4% tax credits in the amount of \$1,762,523 in 2017, \$2,946,147 in 2018, and \$2,070,163 in 2019 contingent upon the following: (1) the City of Milwaukee’s receipt of the FY 2014/2015 Choice Neighborhoods grant application, (2) the submission of the required LIHTC allocation application that meets the 4% allocation threshold requirements of the then-current Qualified Allocation Plan for each project, and (3) the receipt of WHEDA’s loan committee approval of the volume-cap issuance for each project.



WHEDA

WHEDA fully supports your efforts in obtaining a HUD Choice Neighborhood award to assist in the completion of the Westlawn development. If we can provide any additional support or information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Sean O'Brien". The signature is written in a cursive style with a large, looped "S" and "O".

Sean O'Brien
Director- Commercial Lending
WHEDA

Name:

**Narrative Attachment 55:
Housing Leverage Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att55HsgLevDocumentation

Attachment 55: *Housing Development Resources*

List all funds that will be used for Housing Development only. For each resource you list, you must provide a commitment document behind this Attachment that meets the standards described in the match and leveraging section of the NOFA. The amounts listed on this form must be consistent with the amounts listed on the Sources & Uses Attachment and the amounts in each resource commitment document.

Source of Housing Development Resource	Dollar Value of Resource	Page # of Commitment Document	HUD Use Only Amount Approved
Global Green	\$ 22,000.00	174	\$
WE Energies	989,000.00	175	
RACM	10,000.00	176	
Dept of City Development	275,000.00	177-178	
PNC Bank	64,398,918.00	179-185	
PNC Bank	30,000,000.00	186-190	
CDGA	1,500,000.00	191	
HACM	19,571,572.00	192	
HACM	67,864,278.00	193	
Page Total	\$ 184,630,768.00		\$



In Partnership with
Green Cross International
Mikhail S. Gorbachev
Founding President

February 9, 2015

The Honorable Tom Barrett
Mayor, City of Milwaukee
City Hall Room 201
200 East Wells Street
Milwaukee, WI 53202

Dear Mayor Barrett:

I am writing in support of the Housing Authority of the City of Milwaukee's FY 2014/2015 Choice Neighborhoods Implementation Initiative grant application for the transformation of the Westlawn neighborhood.

Global Green Global Green USA with the US Green Building Council provided technical assistance to the Housing Authority of the City of Milwaukee through funding from the U.S. EPA's Office of Sustainable Communities Building Blocks for Sustainable Communities Grant Program. The purpose of this technical assistance was to develop recommendations for high levels of environmental, economic, and social sustainability using the LEED for Neighborhood Development (LEED-ND) rating system that the Housing Authority will incorporate in its transformation plan for the redevelopment of Westlawn. This grant was provided in anticipation of the catalytic redevelopment of the Westlawn neighborhood and started after February 6, 2012. This technical assistance is valued at approximately \$22,000, which reflects 145 hours of staff time at an average of \$150 per hour.

It was certainly a pleasure to work with you and the residents, and we wish you continued success in providing affordable and sustainable housing in the Milwaukee community.

Sincerely,

A handwritten signature in black ink that reads "Tim Bevin".

Tim Bevin
Green Urbanism Program Associate
tbevins@globalgreen.org | 310.581.2700 x110

we energies



231 W. Michigan St.
Milwaukee, WI 53203
www.we-energies.com

tel 414.221.3651
thelma.sias@we-energies.com

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E Wells Street
Room 201
Milwaukee, WI 53202

Thelma A. Sias
Vice President - Local Affairs

Dear Mayor Barrett:

We Energies is pleased to provide its strong endorsement for the Housing Authority of the City of Milwaukee's FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the Transformation of the Westlawn neighborhood. The budgetary estimate for the cost to rebuild the natural gas and electric distribution systems based on your current conceptual plan is \$1,100,000. Of that total, We Energies firmly commits to invest \$989,000 for infrastructure made up of \$319,000 (electric credit dollars) and \$670,000 (gas credit dollars). The estimates include infrastructure improvements to replace the current electrical and gas distribution system from 64th to 68th Street in the Westlawn Housing Development to support the change from a master meter to individual meters and resident-paid utilities. This commitment is an example of the public-private partnership, which exists between the Housing Authority of the City of Milwaukee and We Energies.

In addition to improving the infrastructure in the Westlawn Housing Development, We Energies has recently (after Feb. 6, 2012) completed infrastructure upgrades and continues to replace facilities within the Westlawn neighborhood. These replacements and upgrades have included a \$1.3 million electric project in the McGovern Park area, the largest park in the Westlawn neighborhood, a \$1.7 million electric project along Lincoln Creek which runs throughout the neighborhood area and a \$1.8 million gas project on West Silver Spring area which directly borders the Westlawn Housing Development. These improvements will provide additional community assets and amenities to encourage a positive environment for citizens in the area.

We Energies is proud to support the Housing Authority of the City of Milwaukee's goal of improving the Westlawn Housing Development and Neighborhood. It is our hope that your proposal will be given every consideration for funding.

Sincerely,

A handwritten signature in cursive script that reads "Thelma A. Sias".

Thelma A. Sias
Vice President – Local Affairs



Department of City Development

City Plan Commission
Neighborhood Improvement
Development Corporation
Redevelopment Authority

Rocky Marcoux
Commissioner

Martha L. Brown
Deputy Commissioner

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Milwaukee, WI 53202

Dear Mayor Barrett,

The Redevelopment Authority of the City of Milwaukee (RACM) is expressing our strong support of the Housing Authority of the City of Milwaukee's application for the FY 2014/2015 Choice Neighborhoods Initiative Implementation grant that would assist in transforming the Westlawn neighborhood.

RACM is a real estate and financing authority created by state statute in 1958 and operating under supervision of the City of Milwaukee. RACM's mission includes eliminating blighting conditions that inhibit neighborhood reinvestment and accomplishes this through (1) preparing and implementing comprehensive plans, (2) assembling real estate for hundreds of residential, commercial, and industrial developments, (3) issuing bonds and providing loans, and (4) assessing and remediating environmental issues. Historically, RACM has assisted the Housing Authority on various projects that have involved many of these tools and commits to providing these same services in supporting the Housing Authority in redevelopment of the Westlawn neighborhood. In fact, RACM firmly commits to preparing and implementing a redevelopment plan (valued at \$15,000) and conducting 5 Phase I Environmental Site Assessments (valued at \$10,000) to support the Westlawn Transformation Plan.

RACM is proud to state that our partnership with the Housing Authority has thrived over several decades and will continue as RACM works with the Housing Authority to revitalize the Westlawn neighborhood through the implementation of the Choice Neighborhoods Initiative.

Sincerely,

David P. Misky
Assistant Executive Director-Secretary
**REDEVELOPMENT AUTHORITY
OF THE CITY OF MILWAUKEE**

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells St.
Milwaukee, WI 53202

Dear Mayor Barrett:

We are writing this letter to express our strong support for your FY2014 Choice Neighborhoods Initiative Implementation grant application for the revitalization of the Westlawn neighborhood.

City government is engaged in a number of housing and neighborhood redevelopment activities that will support the Westlawn neighborhood. The City of Milwaukee places a strong emphasis on clustering and targeting resources – and working with partners in a “collective impact” approach to maximize the effects of its investment.

The Choice Neighborhood Target area will be supported by these efforts:

Healthy Neighborhoods

Working with the Greater Milwaukee Foundation, the City is investing in neighborhoods through the Healthy Neighborhoods Initiative. The Healthy Neighborhoods Initiative is a partnership between the City of Milwaukee, the Greater Milwaukee Foundation and participating neighborhoods to promote positive images of City neighborhoods, improve their physical conditions and housing stock, and build residents’ capacity to impact positive change in their neighborhoods. Two of the City’s eight Healthy Neighborhoods are located within the boundaries of the Choice Neighborhoods target area. The City’s firm commitment of funding for the Healthy Neighborhoods for the next three years is \$450,000. This funding will match the financial commitment of the Greater Milwaukee Foundation to support the Initiative and will be supplemented by City funded housing rehabilitation loan programs marketed within the Healthy Neighborhoods.

Strong Neighborhood Initiative

The City’s Strong Neighborhood Initiative is the City’s comprehensive effort to address all impacts of the tax foreclosure issue and stabilize City neighborhoods. The initiative includes activities around foreclosure prevention, blight elimination, neighborhood revitalization and vacant lot renewal.

We would work closely in the Choice Neighborhoods Transformation neighborhood to coordinate these activities in a systematic manner to support your neighborhood stabilization and revitalization goals. Our resources would be deployed to provide incentives for the purchase of City-owned tax foreclosed properties for homeownership and responsible rental property ownership; to transform vacant lots into neighborhood assets; eliminate blight through targeted demolition activities, and provide low interest loans to existing homeowners for essential home repairs. Our firm commitment of funding for the next three years for these efforts is \$2.3 million.

Other

The City of Milwaukee's City-Wide Facade Program will establish The Silver Spring Facade Cluster program in an effort to enhance the storefronts along the Silver Spring neighborhood commercial corridor. The Silver Spring Cluster Program will focus on the commercial corridor along Silver Spring Drive from North 51st to 76th Streets. The City of Milwaukee firmly commits \$50,000 for a pilot program to provide matching funds to commercial property/business owners located in the Westlawn neighborhood.

The City of Milwaukee will waive various fees, such as footing and foundation permits, building permits, erosion control and occupancy permits for the Housing Authority of the City of Milwaukee (HACM). The value of these fees, based on the prior development of the eastern half of Westlawn, is \$275,000.

In summary, the City is engaged in a number of major development efforts in the Westlawn neighborhood, and the City and its partners will be making significant investments in the area over the next five years. Your proposed plan for Westlawn will strengthen and support these efforts.

We consider the City's co-applicant, Housing Authority of the City of Milwaukee, to be the strongest of partners in our work to improve our neighborhoods and the quality of life for our citizens. We hope that the U. S. Department of Housing and Urban Development will give favorable consideration to your application.

Sincerely,



Rocky Marcoux
Commissioner



February 2, 2015

Via Email

Mr. Antonio M. Perez
Secretary-Executive Director
Housing Authority of the City of Milwaukee
650 Reservoir Avenue
Milwaukee Wisconsin 53212

**Re: Westlawn Housing Development Phase II, LLC, Westlawn Housing Development Phase III, LLC and Westlawn Housing Development Phase IV, LLC (the "Partnership")
Westlawn Housing Development Phases II, III and IV (the "Property")**

Dear Mr. Perez:

I am pleased to provide you with PNC Bank’s (the “Investor”) commitment to make an equity investment in your Partnership, subject to receipt of a HUD Choice Neighborhoods grant. This firm commitment outlines certain terms and conditions that would be the basis of a partnership agreement (the “Partnership Agreement”), to be entered into among the general partner(s) listed below, an equity fund sponsored by PNC Bank, National Association (“PNC”), as the limited partner (the “Limited Partner”) and a corporation affiliated with PNC as the special limited partner (the Special Limited Partner”).

Based on the information you provided to us, we have prepared this commitment letter with the following terms and assumptions:

1. PARTNERSHIP TAX CREDITS

Annual Forecasted Tax Credit:

Phase II	\$1,762,523
Phase III	\$2,946,147
Phase IV	\$2,070,163

2. CAPITAL CONTRIBUTIONS TO THE GENERAL PARTNER

- A. The Investment Limited Partner will purchase 99.99% of the forecasted tax credits at a rate of \$0.95 per allocated tax credit dollar credit (the “Investment Limited Partner’s Capital Contribution”), assuming the foregoing material assumptions are accurate and subject to the terms set forth in this letter and the Partnership Agreement to be entered into prior to payment of any installment below. The total Capital Contribution will be rounded to the nearest dollar and is expected to be \$64,398,918 (\$16,743,970 for Phase II; \$27,988,397 for Phase III; \$19,666,551 for Phase IV) payable in installments. Each installment is due within five (5) business days of the Investment Limited Partner’s receipt and approval of documentation evidencing the satisfaction of the installment’s and all previous installments’ conditions as follows:

Phase	II	III	IV
1) \$9,659,838 or 15% - the “First Installment” paid prior to or simultaneously with the closing of construction financing.	\$2,511,596	\$4,198,260	\$2,949,983
2) \$45,079,243 or 70% - the “Second Installment” paid upon construction completion.	\$11,720,779	\$19,591,878	\$13,766,586
3) \$6,439,892 or 10% - the “Third Installment” paid upon 95% physical occupancy, 100% initial tax credit occupancy, cost certification, permanent loan commencement or conversion, or property stabilization.	\$1,674,397	\$2,798,840	\$1,966,655
4) \$3,219,946 or 5% - the “Final Installment” paid upon receipt of IRS Forms 8609.	\$837,199	\$1,399,420	\$983,328
Totals	\$16,743,970	\$27,988,397	\$19,666,551

B. The Capital Contribution shall be applied by the Partnership first to direct development costs, then to the payment of the development fee (the “Development Fee”). To the extent the Capital Contribution or net cash flow is not sufficient to pay the full Development Fee within ten years of the construction completion date, the General Partner shall be obligated to contribute capital to the Partnership to enable it to pay the remaining balance.

3. DISTRIBUTION OF NET CASH FLOW

- A. Net cash flow, generated by the Property after payment of operating expenses, debt service and replacement reserve deposits, shall be distributed within 45 days of the end of the fiscal year, prior to the first full year of operations, 100% to the General Partner, and beginning in the first full year of operations, as follows:
- i) To the Investment Limited Partner \$75 per unit as a cumulative annual investor services fee, increasing 3% annually;
 - ii) To the Investment Limited Partner as reimbursement for any debts or liabilities owed to the Investment Limited Partner;
 - iii) To the developer as payment of the Development Fee until payment in full of the Development Fee;
 - iv) To the General Partner \$150 per unit, as a cumulative annual partnership management fee, increasing 3% annually;
 - v) To the Investment Limited Partner, to the extent that any Partnership taxable income is allocated to the Investment Limited Partner in any year, cash flow equal to 40% of the taxable income;
 - vi) To the General Partner as reimbursement for operating deficit loans made to the Partnership and owed to the General Partner;

- vii) Finally, any remaining net cash flow shall be distributed 90% to the General Partner and 10% to the Investment Limited Partner.

4. DISTRIBUTION OF NET CASH PROCEEDS UPON SALE OR REFINANCING

- A. The net cash proceeds upon sale or refinancing shall be distributed in the following order:
 - i) To the payment of all debts and liabilities of the Partnership, excluding those owed to Partners, and to the establishment of any required reserves;
 - ii) To the payment of any debts and liabilities owed to the Investment Limited Partner;
 - iii) To the payment of any fees, debts, and liabilities owed to the General Partner and any unpaid partnership management fees for such year;
 - iv) The balance, 90% to the General Partner, and 10% to the Investment Limited Partner.
- B. For a period of one year after the expiration of the initial compliance period, the General Partner may commence marketing the Property or may have the option to purchase the Investment Limited Partner's interest for a purchase price equal the fair market value of the Investment Limited Partner's interest. Fair market value shall be determined in accordance with the Partnership Agreement.

At any time after the year following the initial compliance period, PNC and the General Partner may commence marketing the Property. If PNC receives a bona fide offer to purchase the Property, PNC will forward a copy of the offer to the General Partner. If the General Partner chooses to refuse the offer, the General Partner will purchase the Investment Limited Partner's interest for a purchase price equal to the net proceeds pursuant to Section 5 if the offer had been accepted.

5. DISTRIBUTION OF BENEFITS

Profits, losses and tax credits will be allocated 99.99% to the Investment Limited Partner based on the percentage of limited partner interest to be acquired. In the first year of operations when the net cash flow is allocated 100% to the General Partner, any taxable income will be allocated to the General Partner in the same proportion as the net cash flow distribution.

6. GENERAL PARTNER OBLIGATIONS

A. Construction Completion Obligations

The General Partner and the Developer shall guarantee lien-free construction completion of all improvements substantially in accordance with the approved plans and specifications. The General Partner and the Developer shall fund any development cost overruns through permanent loan(s) commencement/conversion and such overruns will not be reimbursed by the Partnership.

The General Partner shall provide copies of each draw request, change orders and all supporting documentation to the Investment Limited Partner simultaneously with submission to the construction lender. The Investment Limited Partner shall have the right to approve change orders in excess of \$25,000. If the general contractor is not an affiliate of the General Partner, the

construction contract shall be a fixed price contract and the general contractor shall be bonded in a manner satisfactory to the Investment Limited Partner.

B. Operating Deficit Guaranty and Operating Reserve Account

The General Partner shall guarantee the funding of any operating deficits for operating or fixed costs for 60 months following the later of the break-even operations or permanent mortgage loan commencement or conversion in a maximum amount to subject to the Investment Limited Partner's due diligence review. The partnership may also establish an operating reserve if the projections change.

C. Replacement Reserve Account

The Partnership shall deposit monthly into a replacement reserve account no less than \$300 per unit occupied at conversion (the "Replacement Reserve Account"). The Replacement Reserve Account shall be used to fund the replacement of major capital improvements, and disbursements shall require annual notification of anticipated expenditures and prior written approval of unanticipated expenditures.

D. Tax Credit Adjustments

- i) If the annual actual tax credits allocated on the Carryover Allocation or Form(s) 8609 is less than the forecasted tax credits stated in Section 1, then the Capital Contribution shall be reduced in an amount equal to the total tax credit shortfall to the Investment Limited Partner multiplied by the price paid for the tax credits.
- ii) If the annual actual tax credits allocated on Form(s) 8609 is greater than the forecasted tax credits stated in Section 1 (the "Additional Credit"), then the Capital Contribution shall be increased in an amount equal to the Additional Tax Credit multiplied by the price paid for the tax credits, and paid pro rata over the remaining Installments. This adjustment combined with all other upward adjustments shall be limited to 10% of the Capital Contribution.
- iii) For each additional \$1.00 of tax credit delivered in the first years beyond the amount projected in this letter, the ILP shall pay an additional equity amount per tax credit dollar to be determined by Investment Limited Partner during due diligence. The additional capital shall be paid pro rata over the remaining Installments.
- iv) If the amount of actual tax credit in any year after construction completion is less than the amount of forecasted tax credit in Section 2 (except for reasons stated in item 6(D)(i) above), the Capital Contribution shall be reduced by an amount equal to the tax credit shortfall amount multiplied by the price paid for the tax credits, plus the amount of any recapture, interest or penalty (a "Reduction Amount").
- v) If any Reduction Amount cannot be paid from the Capital Contribution, the General Partner shall pay the Reduction Amount. Reduction Amounts not paid upon demand shall accrue interest at the prime rate as published in the Wall Street Journal plus 2%.

E. Net Worth and Guarantee Requirements

All obligations of the General Partner shall be guaranteed by person(s) or entities ("Guarantor(s)") acceptable to the Investment Limited Partner and with sufficient net worth and liquidity.

7. CONDITIONS

A. Property

The Property will be a new construction development located in Milwaukee, Milwaukee County, Wisconsin.

B. Tax Credit Allocation

The Partnership may elect to defer the use of tax credits for any individual building which is not 100% tax credit qualified by December 31 of the year in which it is placed in service, at the Investment Limited Partner's discretion. It is assumed that IRS form 8609 will be issued subsequent to the anticipated placed-in-service deadline.

C. Tax Credit Occupancy

The Partnership must comply with the 40/60 minimum set-aside test (a minimum of 40% of the units must be rented to tenants with incomes less than 60% of area median, adjusted for family size).

D. Construction and Permanent Financing

The General Partner shall provide to PNC for its review and approval, copies of the loan commitments and loan documents for all financing sources, which are assumed to be from qualified commercial lenders and qualify for the 4% tax credit applicable percentage.

E. Property Management Agent

- i) The General Partner shall provide or cause the Property management agent to provide management reports to the Investment Limited Partner in a timely manner concerning operations, occupancy and other information essential to the management of the Property.
- ii) Upon the occurrence of certain events, including any material violations, negligence or misconduct or inadequate reporting, the Special Limited Partner will have the option to replace the Property management agent. All Property management agreements will include a termination clause allowing either the General Partner or the Property management agent to terminate the agreement by giving a 30-day advance written notice to the other party.

F. Repurchase Obligations

The Investment Limited Partner shall not be required to advance any unpaid Installments and the General Partner may be required to repurchase the Investment Limited Partner's interest for the invested amount. Conditions for repurchase shall include: construction completion, break-even operations or permanent loan closing(s)/conversion(s) are not achieved or other tax credit compliance conditions are not met in a reasonable time period.

G. Insurance Obligations

The Partnership will provide the following insurance policies: i) an extended ALTA owner's title insurance policy in an amount not less than the permanent mortgage(s), the General Partner's and Investment Limited Partner's capital contributions, with all standard exceptions deleted or approved and with Fairways, non-imputation and other requested endorsements; ii) commercial general liability insurance in the minimum amount of \$5,000,000 naming the Investment Limited Partner as named insured party of which not more than \$2,000,000 is through an umbrella policy;

(iii) builder's risk insurance through construction completion, and all risk or fire and extended coverage and, if necessary, earthquake, hurricane and flood insurance, all policies in a minimum amount equal to full replacement value; (iv) workers' compensation as required under state law; (v) business interruption insurance coverage equal to one full year's gross rental income or as acceptable to the Investment Limited Partner; and (vi) any other insurance as may be necessary or customary.

H. Accountant's Obligations

The General Partner shall provide or cause the Partnership's accountant to provide the following annual reports: i) federal and state tax returns for the previous year (including all supporting documentation necessary to verify the calculation of the tax credit) by February 28th and ii) annual audited Partnership financial statements (including all supporting documentation) by March 1st. Any delays beyond the designated due date may result in a \$100 per day penalty to the Partnership. The Partnership Accountant shall review and approve the basis and benefits calculations prior to the payment of the First Installment.

I. General Partner Removal

The Partnership Agreement shall contain provisions for the removal of the General Partner with cause.

8. DUE DILIGENCE PERIOD

The General Partner grants the Investment Limited Partner the exclusive right to acquire the Partnership interest commencing on the date of the initial execution of this commitment letter and terminating 60 days after receipt of the documents necessary to complete the due diligence review.

Our agreement to make the investment described in this commitment letter is subject to the accuracy of the information you have provided to us and our mutual agreement on the terms of the closing documents and review of customary due diligence.

This commitment letter does not expire before February 28, 2016.

During the due diligence period, PNC will conduct a due diligence review and negotiate with the General Partner, in good faith, any open terms of this commitment letter. The due diligence period will commence upon receipt by PNC of all Property and Partnership documents identified in the syndication binder. The due diligence review will include, without limitation, the verification of factual representations made by the General Partner, a review of the Property and Partnership documents, a site visit and an evaluation of the following: the experience and expertise of the General Partner, general contractor, architect and Property management agent; Property area market; an appraisal of the Property; the construction schedule; the total development budget; the residual potential of the Property and capital account analysis; Phase I environmental assessment and all subsequent reports and other relevant factors. PNC may also commission consultants to perform market analysis, construction, insurance and environmental reviews. The Partnership Agreement and the other transaction and financing documents contemplated herein shall be executed upon approval of the Acquisition Review Committee of PNC and the General Partner.

Should you have any questions, please do not hesitate to call (312) 338-8296. We look forward to working with you on this and future transactions.

Sincerely,

PNC BANK, N.A.

PHASE II, LLC



PHASE III, LLC

PHASE IV, LLC

By: _____
Todd Krumwiede
Vice President

Agreed and Accepted:

WESTLAWN HOUSING DEVELOPMENT

WESTLAWN HOUSING DEVELOPMENT

WESTLAWN HOUSING DEVELOPMENT

By: _____


Date: 2/04/2015



February 2, 2015

Via Email

Mr. Antonio M. Perez
Secretary-Executive Director
Housing Authority of the City of Milwaukee
650 Reservoir Avenue
Milwaukee Wisconsin 53212

**Re: Westlawn Housing Development Phase II, LLC, Westlawn Housing Development Phase III, LLC, Westlawn Housing Development Phase IV, LLC, and Westlawn Housing Development Phase V, LLC (the "Partnership")
Westlawn Housing Development Phases II, III, IV and V (the "Property")**

Dear Mr. Perez:

I am pleased to provide you with PNC Bank's (the "Lender") firm commitment to purchase Bridge Bonds and provide permanent loans (the "Credit Facility") for the Westlawn Housing Development Phases II, III, IV and V development, detailed below, located in Milwaukee, Milwaukee County, Wisconsin, under the following terms and conditions:

_____ Borrower Westlawn Housing Development Phase II, LLC, Westlawn Housing Development Phase III, LLC, Westlawn Housing Development Phase IV, LLC and Westlawn Housing Development Phase V, LLC, each a Wisconsin limited partnership (the "Borrower"). The Credit Facilities shall be full recourse to the Borrower until conversion to the Term Loan. The Bridge Bonds shall be full recourse until repayment.

_____ Guarantor(s) Guarantees of completion and repayment during the development period shall be provided by persons or entities acceptable to the Lender. A limited recourse guaranty covering typical carve outs and environmental issues will be required during the permanent stage.

Credit Facility

Phase II - Construction/Term Loan: \$4,000,000 Bridge Bonds: \$21,500,000 for total construction period financing of \$25,500,000 and permanent financing of \$4,000,000.

Phase III – Construction/Term Loan: \$8,000,000 Bridge Bonds: \$35,500,000 for total construction period financing of \$43,500,000 and permanent financing of \$8,000,000.

Phase IV – Construction/Term Loan: \$5,500,000 Bridge Bonds: \$25,000,000 for total construction period financing of \$30,500,000 and permanent financing of \$5,500,000.

Phase V – Construction/Term Loan: \$12,500,000

Term of Loan

The Construction Loan period will be two years. Upon satisfaction of all of the conditions for converting the construction loan to the Term Loan provided by Lender the Term Loan will be 15 years, except for Phase V which will be 10 years. The Term Loan will be based on an amortization of up to thirty (30) years. The Bridge Bonds will have a term of twenty-four (24) months.

The Bridge Bonds and the Construction Loans will have one six (6) month extension period, subject to approval by PNC, provided that for such extension: (i) no Event of Default has occurred; (ii) the Funding Agreement with the Investor limited partner remains in place and (iii) the extension fee is paid.

Interest Rates

Interest during the term of the Construction Loans and Bridge Bonds shall accrue at the 1-month LIBOR plus 250 basis points. The current estimated rate is 2.65%.

Term Loan: The interest rate and terms for the Term Loans will be finalized prior to closing.

Commitment Fees
(Paid at Closing)

Construction Loan:	1.00%
Term Loan:	1.00%
Bridge Bonds:	0.50%

Collateral

The Credit Facilities shall be secured by a first priority fee mortgage on the land associated with the Project and all improvements to be constructed thereon. First priority assignment of leases, rents and income from the Project. First priority perfected assignment of the construction contract, subcontracts, architectural agreements, plans and specifications, permits and all other construction-related documents. First priority perfected security interest in all other assets of the Borrower related to the Project.

The Bridge Bonds shall be secured by a Funding Agreement providing for a date certain repayment of the Bridge Bonds and an assignment of capital contributions from the investment limited partner or other cash sources, if required. In addition to the Funding Agreement, the Bridge Bonds shall be secured by: a) a second priority perfected assignments of the construction contract, subcontracts, architectural agreements, plans and specifications, permits and all other construction-related documents (b) a second priority perfected security interest in all other assets of the Borrower related to the Project, and c) a mortgage on the property, if required by PNC.

Environmental
Indemnity

The Borrower, Guarantor and other persons or entities specified by Lender shall indemnify and hold the Lender harmless from all liability and costs relating to the environmental condition of the Project and the presence thereon of hazardous materials.

Appraisal Reports
and Debt Service
Coverage

Lender must receive an appraisal report ("Appraisal Report") satisfactory to it in all respects within 90 days prior to the Construction Loan closing date. The Appraisal Report will be ordered by Lender from an appraisal firm selected by Lender which has either the "M.A.I." designation or is State Certified. The maximum loan-to-value based upon achievable restricted rents is 90%, except for Phase V which will be 65%, and the debt service coverage ratios shall be consistent with Lender's policies.

Subordinated Debt

Subordinated debt will be allowed subject to advance written consent of the Lender. All secondary financing shall be subordinate in all respects to the Lender's loans.

Conversion
Requirements

Before converting to the Term Loan, the Project shall achieve and maintain at a minimum 90% physical occupancy and an annualized 1.20 to 1 debt service coverage on the first mortgage debt for a period of 90 consecutive days, except for Phase V which will be 1.25 to 1. Lender may, if necessary, reduce the amount of the Term Loan to that level which produces the required debt service coverage in the event stabilized net operating income is less than projected. The costs of updated third party reports, including an updated appraisal, if required, shall be borne by the Borrower.

Representation
Warranties, and
Documentation

Standard representations and warranties, terms and conditions, and loan documents as are typical in this type of financing as may be required by Lender. Borrower will make usual representations and warranties in connection with each advance including, but not limited to, corporate existence, compliance with laws, enforceability, true title to properties, environmental protection, no material litigation, ERISA compliance, insurance, absence of default and absence of material adverse change, and availability of low income housing tax credits.

Closing

The Loan Documents and the other transaction and financing documents contemplated herein shall be executed upon receipt and review of customary due diligence and approval of the Acquisition Review Committee of PNC and the General Partner.

Loan Call Protection

The executed loan documents will contain prepayment lockout, yield maintenance and/or prepayment penalties.

Assignment

Borrower may not assign this commitment or any interest therein without the consent of the Lender.

Expiration

This firm commitment shall expire automatically the earlier of February 28, 2016 or when the Borrower is informed that it did not receive the HUD Choice Neighborhoods grant.

Lender's obligation to provide the requested financing is based on the fact that no information submitted to Lender in connection with the Credit Facilities shall prove to be false or misleading in any material

respect, and that no bankruptcy, insolvency, receivership, or any other debtor's relief proceedings shall be commenced by or against the Borrower.

Thank you for the opportunity to be of service to you. Should you have any questions, please do not hesitate to contact me.

Sincerely,

PNC BANK, N.A.

PHASE II, LLC

PHASE III, LLC

PHASE IV, LLC



By: _____
Todd Krumweide
Vice President

Agreed and Accepted:

WESTLAWN HOUSING DEVELOPMENT

WESTLAWN HOUSING DEVELOPMENT

WESTLAWN HOUSING DEVELOPMENT

By: _____


Date: 2/04/2015



Department of Administration
Community Development Grants Administration

Tom Barrett
Mayor

Sharon Robinson
Director of Administration

Steven L. Mahan
Community Block Grant Director

February 4, 2015

Secretary Julián Castro
U.S. Department of Housing and Urban Development
451 Seventh Street, NW
Washington, DC 20410

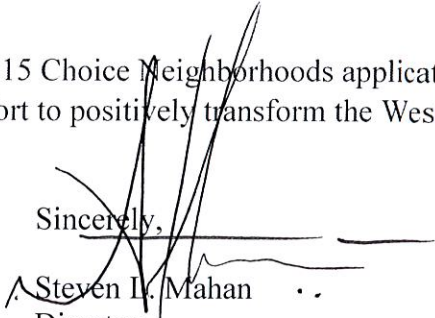
Dear Secretary Castro:

As the appropriate local official with the necessary authority for the City of Milwaukee, I am firmly committing \$1,500,000 of Community Development Block Grant (CDBG) funds to support the activities in the FY 2014/2015 Choice Neighborhoods Implementation Initiatives grant application for the Westlawn neighborhood. These dedicated funds are to be used over the life of the Westlawn Choice Neighborhoods Implementation grant period. This \$1,500,000 commitment is 10% of Milwaukee's current Block Grant allocation. These funds are payable over 5 years, at \$300,000 beginning in 2015, and are contingent on the award of a \$30 million FY2014/2015 Choice Neighborhoods grant and an actual CDBG annual allocation of \$14,986,505.

The Community Development Grants Administration is responsible for applying for, recommending the allocation of, and overseeing the effective use of local, State and Federal funds for programs in targeted central city neighborhoods. Financial support assists lower income families and removes blight from Milwaukee's neighborhoods. The City of Milwaukee's Westlawn Transformation Plan is consistent with the City's and CDGA's Consolidated Plan to improve Milwaukee neighborhoods by improving housing stock, eliminating poverty by supporting job creation and business expansion efforts, address various issues facing youth, and promoting neighborhood residents/stakeholder involvement to help improve area social conditions, safety, physical appearance and living environment.

I strongly support this FY 2014/2015 Choice Neighborhoods application and believe that it will provide a strong, cohesive effort to positively transform the Westlawn neighborhood.

Sincerely,


Steven L. Mahan
Director



HOUSING AUTHORITY OF THE
CITY OF MILWAUKEE

Tom Barrett
Mayor

Antonio M. Perez
Secretary-Executive Director

Board of Commissioners

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Milwaukee, WI 53202

Dear Mayor Barrett:

I hereby certify that the Housing Authority of the City of Milwaukee is firmly committing \$19,571,572 million of deferred developer fees to support the development of housing.

Sincerely,

Antonio M. Pérez
Secretary-Executive Director

Housing Management
809 N. Broadway, 3rd Floor
Milwaukee, WI 53202
(414) 286-5824 Voice
(414) 286-0833 Fax

Community Services
650 W. Reservoir Ave.
Milwaukee, WI 53212
(414) 286-5100 Voice
(414) 286-3169 Fax
(414) 286-3504 TDD

Housing Operations
5125 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-2192 Voice
(414) 286-8742 Fax

Maintenance Operations
2411 N. 51st St.
Milwaukee, WI 53210
(414) 286-2931 Voice
(414) 286-0208 Fax

Modernization & Development
5125 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-2951 Voice
(414) 286-8742 Fax

Rent Assistance
5011 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-5650 Voice
(414) 286-5094 Fax
(414) 286-5645 TDD





HOUSING AUTHORITY OF THE
CITY OF MILWAUKEE

Tom Barrett
Mayor

Antonio M. Perez
Secretary-Executive Director

Board of Commissioners

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Milwaukee, WI 53202

Dear Mayor Barrett:

I hereby certify that the Housing Authority of the City of Milwaukee is firmly committing \$67,864,278 of federal funds to support the housing development in our FY 2014/2015 Choice Neighborhoods Application.

Land loan	\$ 3,154,988
CFP/RHF (current)	\$12,469,501
CFP/RHF (future)	\$24,531,350
Program Income	\$ 2,500,000
COCC Reserves	<u>\$25,208,439</u>
 Total	 \$67,864,278

Sincerely,

Antonio M. Pérez
Secretary-Executive Director

Housing Management
809 N. Broadway, 3rd Floor
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Milwaukee, WI 53210
(414) 286-5650 Voice
(414) 286-5094 Fax
(414) 286-5645 TDD



Name:

**Narrative Attachment 56:
Supportive Services Sustainability**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att56SupportiveSvcsSustain



January 28, 2015

5460 North 64th Street
Milwaukee, WI 53218

Phone 414.463.7950
Fax 414.463.4858

www.ssnc-milw.org

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EXECUTIVE DIRECTOR

Anthony McHenry



Mayor Tom Barrett
City Hall
200 E. Wells Street | Room 201
Milwaukee, WI 53202

Dear Mayor Barrett,

As the Executive Director of Silver Spring Neighborhood Center (Silver Spring), I am pleased to provide this letter of commitment in support of your FY2015 application to the U.S. Department of Housing and Urban Development for the Choice Neighborhood Implementation funding to transform the Westlawn Housing Development and the surrounding community.

Silver Spring was founded as a "settlement house" in 1958 to serve families living in the Westlawn public housing development and surrounding community. During its 56 year history as a nonprofit organization, it has grown from a 3,000 square foot afterschool program to a 50,000 square foot community center that is committed to strengthening and enriching the community by offering a comprehensive range of health and human services. The Silver Spring model combines prevention focused health and social services, recreation, early childhood education, afterschool education and programming, adult education, employment readiness training and placement, tax preparations, community organizing, emergency services (i.e. food pantry), advocacy and other support services. Today, Silver Spring serves more than 8,000 individuals annually and has partnerships with well over 40 agencies and institutions that bring their expertise and resources to Silver Spring. Below you will find Silver Spring's commitment to new leverage opportunities and existing leverage for the Westlawn Housing Development and the Choice Neighborhood:

New Leverage

Silver Spring firmly commits to providing the following new activities for the current and new residents living in the targeted Westlawn development in support of the "People Component" of the proposed Transformation Plan during the five year grant period:

1. **Child Development:** Silver Spring currently has 82 children enrolled in its Elaine Schreiber Child Development Center (Schreiber Center) program but has the capacity to serve 168. Silver Spring commits to the following: (1) continuing to provide a comprehensive, high quality, results-oriented early childhood education program utilizing best practices during the grant period; (2) partnering with the Housing Authority of the City of Milwaukee (HACM) to fulfill families' current early child development needs prior to and during relocation as well as during post revitalization; (3) performing outreach to and enrolling current and future Westlawn families and other non-public housing families in the revitalized Choice Neighborhood around and including Westlawn and (4) enrolling, tracking and supporting attendance for children 0-5 years old in the Schreiber Center program.

Through this new and expanded program outreach effort, we commit to serve a minimum of 50 additional children from the targeted Westlawn development. The value of this commitment for new activities is \$1,570,000 (about \$6,280 annually per slot for 50 slots set aside for residents of the targeted Westlawn development for five years).

2. **Adult Education Program:** Silver Spring commits to providing enhanced and expanded outreach for our adult education program to the current and new families in the Westlawn development. Silver Spring also commits to working closely with the HACM Case Manager on tracking outcomes for the adult education program. We estimate this commitment for new activities related to expanded outreach will take 5% of the Adult Education Coordinator/Lead Instructor's time for five years, which is calculated to be 5% time per year x \$58,000 (salary + benefits) x 5 years, or \$14,500.
3. **Youth Financial Literacy:** Silver Spring also commits to offering financial literacy training for youth from the targeted Westlawn development by partnering with Assets Builders of America, which will offer trainings and workshops valued at \$3,500 per year for four years (\$3500/year x 4 years) for a total of \$14,000.
4. **Computer Training:** Additionally, Silver Spring will offer new computer literacy programs designed to provide skill-based education for youth in the targeted Westlawn development to enhance employment opportunities upon graduation. This new project will consist of 10% of the Youth Director's time with an estimated value of 10% x \$50,000 (salary + benefits) x 5 years = \$25,000.
5. **Employment Program:** Since 2010, Silver Spring has implemented the Transform Milwaukee Jobs Program (formerly known as the Transitional Jobs Program), which is funded by the State of Wisconsin Department of Children and Families. The average cost per participant in training and wages in the program was \$6,849. On average, about eight participants per year lived in the Choice Neighborhood during the course of the program. Using the existing model from the Transitional Jobs program, the Transform Milwaukee Jobs Program provides job training and to help Milwaukee's hard to employ individuals secure permanent employment at companies in the surrounding area. Silver Spring anticipates serving approximately eight participants per year from the targeted Westlawn Development. This translates to \$273,960 in leveraged funds.
6. **Choice Neighborhood Advisory Committee:** As a key partner and stakeholder, Silver Spring is excited to work collaboratively with the Westlawn Choice Neighborhoods Advisory Committee—both throughout the Choice Neighborhood implementation grant period and beyond. This commitment is valued at \$11,000, which is 2% of the Executive Director's time (salary + benefits) for five years.

Silver Spring commits to providing the above services to Westlawn residents—an estimated \$1,908,460 value over the five year grant period. Additionally, Silver Spring commits \$415,000 in cash payable to HACM over the next five years or \$83,000 per year to provide funding for the Endowment Trust Fund for the Choice Neighborhood. We are particularly interested in improvements that will create new program space for Silver Spring activities and site improvements that will help attract quality businesses to the community.

Existing Leverage

Silver Spring is committed to providing the following existing activities for current and new Westlawn Housing Development residents to support the "people component" of the proposed Transformation Plan during the five year grant period:

1. **GED/Adult Basic Skills:** Silver Spring's Adult Education Program serves about 225 learners per year and offers GED and Adult Basic Skills 25 hours per week. The average cost per student to attend adult education classes is \$605. On average, 40 students who live in the Westlawn development attend adult education classes each year. Silver Spring will continually offer education classes to Westlawn residents. This existing commitment amounts to \$24,200 each year (40 students x \$605/student) and at least \$121,000 over the five year grant period in leveraged funds (\$24,200/year x 5 years).

2. **Celebrating Families:** Silver Spring received a grant from Wisconsin's Department of Health and Human Services Behavioral Health Division to provide an evidence-based program to support families affected by alcohol and drug abuse. The program was funded for \$50,000 for calendar year 2014, and funding is expected to continue for the next five years. About half of the participants will come from the Westlawn development. Therefore, the total commitment from Silver Spring is estimated to be approximately \$125,000 for the five year grant period ($\$50,000 \times 50\%$ participation from Westlawn residents $\times 5$ years).
3. **Youth Social Development Afterschool and Summer Programming:** Since its foundation in 1958, Silver Spring has been serving youth. We offer a wide variety of social development programming, afterschool educational programming, recreational and cultural arts programming, financial literacy, leadership development and sports and competitive elite basketball and track teams for boys and girls. Additionally, we provide a variety of prevention programming, including teen pregnancy, ATODA (Alcohol Tobacco & Other Drug Addiction) prevention, violence prevention and pregnancy prevention. Each year we serve about 3,000 youth are attend these programs. A variety of funding sources and contributors support these programs with \$1,026,358 each year; the average cost per year per youth is \$342. Approximately 1,320 (44%) of the youth who participate in our programs live in the Choice Neighborhood, and 660 from the Westlawn development and an additional 660 from the surrounding neighborhood. This amounts to a total existing leverage related to the targeted Westlawn development of $\$342/\text{youth}/\text{year} \times 660 \text{ youth} \times 5 \text{ years} = \$1,128,600$ and for leverage related to the Choice Neighborhood of $\$342/\text{youth}/\text{year} \times 1,320 \text{ youth} \times 5 \text{ years}$ or \$2,257,200. Thus, the total leverage is \$2,257,200 for the five year grant period.
4. **Child Development:** Silver Spring currently has 63 children who live in the Choice Neighborhood enrolled full-time in its Elaine Schreiber Child Development Center (Schreiber Center) program, including 34 who are current Westlawn residents. Silver Spring will continue to provide a comprehensive, high quality, results-oriented early childhood education program utilizing best practices during the grant period to an average of 55 existing children from the Choice Neighborhood. The average value of a child care slot is \$6,280 per year. Thus, the total existing leverage for this commitment is equivalent to \$1,978,200 for the 5 year period ($\$6,280/\text{slot} \times 63 \text{ slots} \times 5 \text{ years}$ (Westlawn residents = $34 \times \$6,280/\text{slot} \times 5 \text{ years} = \$1,067,600$).
5. **Community Food Bank:** Silver Spring operates a Community Food Bank to supply emergency food to low-income residents who live in three zip codes – 53218, 53209 and 53225. The Food Bank is open four days per week for 2-3 hours per day. It is staffed by a .5FTE Food Bank Coordinator and several subsidized out of school youth workers as well as volunteers. The cost to pay staff who run the Community Food Bank and to cover occupancy expenses is \$22,250 annually ($\$22,250$ total costs per year $\times 20\% \times 5$ years) is committed as leverage funds for the Westlawn development residents and an additional \$5,562 ($\$22,250$ total costs per year $\times 5\% \times 5$ years) is committed as leveraged funds for the remainder of the Choice Neighborhood.

Thus, Silver Spring firmly commits to providing the above existing services to the residents living in the Choice Neighborhood and estimates the value of these existing services for the five year grant to be \$2,464,450 for Westlawn development residents and \$2,044,762 for the other residents in the Choice Neighborhood or a total of \$4,509,212.

Silver Spring enthusiastically supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will truly have a transformation impact on this community's housing, people and neighborhood.

Sincerely,



Anthony McHenry
Executive Director



HOUSING AUTHORITY OF THE
CITY OF MILWAUKEE

Tom Barrett
Mayor

Antonio M. Perez
Secretary-Executive Director

Board of Commissioners

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Milwaukee, WI 53202

Dear Mayor Barrett:

I hereby certify that the Housing Authority of the City of Milwaukee is firmly committing \$535,000 of non-federal funds to support the Endowment Fund in our FY 2014/2015 Choice Neighborhoods application.

Sincerely,

Antonio M. Pérez
Secretary-Executive Director

Housing Management
809 N. Broadway, 3rd Floor
Milwaukee, WI 53202
(414) 286-5824 Voice
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Milwaukee, WI 53210
(414) 286-2931 Voice
(414) 286-0208 Fax

Modernization & Development
5125 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-2951 Voice
(414) 286-8742 Fax

Rent Assistance
5011 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-5650 Voice
(414) 286-5094 Fax
(414) 286-5645 TDD



Name:

**Narrative Attachment 57:
People Leverage Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att57PeopleLevDocumentation

Attachment 57: People Resources

OMB Approval No. 2577-0269
(exp. 1/31/2015)

List all funds or services that will be used for the People component of your Transformation Plan only. For each resource you list, you must provide a commitment document behind this attachment that meets the standards described the match and leveraging section of the NOFA. The amounts listed on this form must be consistent with the amounts listed on the Sources & Uses Attachment and the amounts in each resource commitment document.

Source of People Resource	Total Dollar Value of Resource	Amount that is a New Resource	Amount that is an Existing Resource	Page # of Commitment Document	HUD Use Only	
					Amount Approved-New Resource	Amount Approved-Existing Resource
City of Milwaukee Health Dept	\$ 2,000.00	\$	\$ 2000	222-223	\$	
Carmen Schools	203,500.00	116000	87500	224-226		
Day Care Services for Children	525,000.00	529200		227-228		
Growing Power	52,500.00		52500	229-230		
Impact Planning Council	35,000.00	10000	25000	231-232		
Milw. Area Workforce Funding Alliance	500,000.00	500000		233-234		
Milw. Area Workforce Invest. Board	221,750.00	131750	90000	235-236		
Milw. Community Service Corps	527,537.00	527537		237-238		
Milwaukee Health Services	8,131.00	8131		239-240		
Milwaukee Job Corps	63,000.00	63000		241-242		
Milwaukee Public Schools	21,811.00	21811		243		
Silver Spring Neighborhood Center	4,372,910.00	1908460	2464450	244-246		
Univ of Wis. Milwaukee College of Nur	2,042,150.00	16500	2025650	247-248		
Westlawn Partnership for Healthier Envi	122,120.00		122120	249-250		
Wisc. Auto and Truck Dealers Assn.	172,500.00	172500		251-253		
WRTP/Big Step	140,000.00	20000	120000	254-255		
Wisc. Womens Business Init Corp	203,042.00	203042		256-257		
Page Total	\$ 9,212,951.00	\$ 4,227,931.00	\$ 4,989,220.00	\$	\$	\$

PEOPLE LEVERAGE CHART

Agency	Leverage Amount- Existing	Leverage Amount – New	Brief Service Description	Number of Public and/ or Assisted Housing Residents Served, if any	Number of Other Neigh. Residents Served, if any	Specific Outcome and Associated Metric to Which the Resource Contributes
City of Milwaukee- Health Department	\$2,000	n/a	Two annual Presentations on enrollment in Medicaid and Foodshare, Two annual Presentations on infant safe sleep and the home visiting program other information and education programs and materials	75	0	Children, youth and adults that are physically and mentally healthy: <ul style="list-style-type: none"> • Number and % who have a “medical home” • Number and % who have health insurance

PEOPLE LEVERAGE CHART

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Carmen Schools of Science and Technology	\$87,500		Recruitment of students from Westlawn development and neighborhood	100	100	<p>Children are proficient in core academic subjects; Youth graduate from high school, college and career ready.</p> <ul style="list-style-type: none"> • Number and % of students at or above grade level according to state math and English language arts assessments in at least the grades required by the ESEA (3rd through 8th grade and once in high school) • Number and % of youth that graduate from high school.

PEOPLE LEVERAGE CHART

Agency	Leverage Amount- Existing	Leverage Amount – New	Brief Service Description	Number of Public and/ or Assisted Housing Residents Served, if any	Number of Other Neigh. Residents Served, if any	Specific Outcome and Associated Metric to Which the Resource Contributes
Carmen Schools of Science and Technology		\$62,500	Collaboration of Community Engagement staff with the Neighborhood K-5 Elementary schools to create a joint marketing program to improve the pipeline of quality education options in the Choice Neighborhood.	200	200	<p>Children are proficient in core academic subjects; Youth graduate from high school, college and career ready.</p> <ul style="list-style-type: none"> • Number and % of students at or above grade level according to state math and English language arts assessments in at least the grades required by the ESEA (3rd through 8th grade and once in high school) • Number and % of youth that graduate from high school.

PEOPLE LEVERAGE CHART

Agency	Leverage Amount- Existing	Leverage Amount – New	Brief Service Description	Number of Public and/ or Assisted Housing Residents Served, if any	Number of Other Neigh. Residents Served, if any	Specific Outcome and Associated Metric to Which the Resource Contributes
Carmen Schools of Science and Technology		\$15,500	Job skills training including staffing in new Makerspace facility (woodworking and electronics shops) .	50	50	<p>Children are proficient in core academic subjects; Youth graduate from high school, college and career ready.</p> <ul style="list-style-type: none"> • Number and % of students at or above grade level according to state math and English language arts assessments in at least the grades required by the ESEA (3rd through 8th grade and once in high school) • Number and % of youth that graduate from high school.

PEOPLE LEVERAGE CHART

Agency	Leverage Amount-Existing	Leverage Amount – New	Brief Service Description	Number of Public and/or Assisted Housing Residents Served, if any	Number of Other Neigh. Residents Served, if any	Specific Outcome and Associated Metric to Which the Resource Contributes
Carmen Schools of Science and Technology		\$38,000	Head of Schools to work with Choice Neighborhoods Education committee and to raise local and national philanthropic support for educational programs in Choice Neighborhood, and for Principal to work collaboratively with the three K-5 elementary schools to coordinate and collaborate to develop a true educational continuum.	400	400	<p>Children are proficient in core academic subjects; Youth graduate from high school, college and career ready.</p> <ul style="list-style-type: none"> • Number and % of students at or above grade level according to state math and English language arts assessments in at least the grades required by the ESEA (3rd through 8th grade and once in high school) <p>Number and % of youth that graduate from high school.</p>

PEOPLE LEVERAGE CHART

Agency	Leverage Amount-Existing	Leverage Amount – New	Brief Service Description	Number of Public and/or Assisted Housing Residents Served, if any	Number of Other Neigh. Residents Served, if any	Specific Outcome and Associated Metric to Which the Resource Contributes
Day Care Services for Children, Inc.	N/A	\$525,000	Assist HACM families with early childhood education before, during and after relocation; outreach; involvement in the Task Force	25 slots per year for Westlawn children – 125 over the course of five years.	N/A	<p>Children enter kindergarten ready to learn.</p> <ul style="list-style-type: none"> • Number and % of children in kindergarten assessed as developmentally ready at the beginning of the school year • Number of children age 0-5 enrolled in a high quality early learning program
Day Care Services for Children, Inc.	N/A	\$4,200	Involvement of the Executive Director in the Education subcommittee	N/A	N/A	<p>Children enter kindergarten ready to learn.</p> <ul style="list-style-type: none"> • Number and % of children in kindergarten assessed as developmentally ready at the beginning of the school year • Number of children age 0-5 enrolled in a high quality early learning program

PEOPLE LEVERAGE CHART

Agency	Leverage Amount- Existing	Leverage Amount – New	Brief Service Description	Number of Public and/ or Assisted Housing Residents Served, if any	Number of Other Neigh. Residents Served, if any	Specific Outcome and Associated Metric to Which the Resource Contributes
Growing Power	\$25,000	N/A	Cost of compost annually for the Westlawn Community Garden	80	20	Children, youth and adults that are physically and mentally healthy: <ul style="list-style-type: none"> • Number and % who have a “medical home” • Number and % who have health insurance
Growing Power	\$25,000	N/A	Piloting the waste food collection system including collection of waste	394	0	Children, youth and adults that are physically and mentally healthy: <ul style="list-style-type: none"> • Number and % who have a “medical home” • Number and % who have health insurance
Growing Power	2,500	N/A	Educational tours to Westlawn residents; facilitating training for youth and adults	250 (50 per year)	0	Children, youth and adults that are physically and mentally healthy: <ul style="list-style-type: none"> • Number and % who have a “medical home” • Number and % who have health insurance

PEOPLE LEVERAGE CHART

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IMPACT Planning Council	\$25,000	N/A	Contribution of hours towards the design, implementation and dissemination of the research and evaluation	Not specified	Not specified	All outcomes and metrics
IMPACT Planning Council		\$10,000	New method of resident engagement to increase resident voice and representation in the identification of needed services	Not specified	Not specified	All outcomes and metrics
Milwaukee Area Workforce Funding Alliance	N/A	\$500,000	Cash investment towards Workforce Development Services (assessment, job readiness, work supports, job training and job placement) for targeted resident and neighborhood residents, coordinating efforts with Silver Spring Neighborhood Center and Havenwoods Business District.	300	200	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled

PEOPLE LEVERAGE CHART

Agency	Leverage Amount- Existing	Leverage Amount – New	Brief Service Description	Number of Public and/ or Assisted Housing Residents Served, if any	Number of Other Neigh. Residents Served, if any	Specific Outcome and Associated Metric to Which the Resource Contributes
Milwaukee Area Workforce Investment Board (MAWIB)		\$8,500	Job readiness training (4 per year x 5 years)	400	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled
Milwaukee Area Workforce Investment Board (MAWIB)		\$8,750	Resume writing workshops (4 per year x 5 years)	400	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled
Milwaukee Area Workforce Investment Board (MAWIB)		\$1,100	Youth enrichment programming;	100	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled

PEOPLE LEVERAGE CHART

Agency	Leverage Amount- Existing	Leverage Amount – New	Brief Service Description	Number of Public and/ or Assisted Housing Residents Served, if any	Number of Other Neigh. Residents Served, if any	Specific Outcome and Associated Metric to Which the Resource Contributes
Milwaukee Area Workforce Investment Board (MAWIB)		\$113,400	Youthbuild education and training (cost of training)	21 slots	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled
Milwaukee Area Workforce Investment Board (MAWIB)	\$10,000		WIA case management	10 clients per year x 5 years	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled
Milwaukee Area Workforce Investment Board (MAWIB)	\$75,000		Summer youth employment	10 slots per year x 5 years	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled

PEOPLE LEVERAGE CHART

Agency	Leverage Amount- Existing	Leverage Amount – New	Brief Service Description	Number of Public and/ or Assisted Housing Residents Served, if any	Number of Other Neigh. Residents Served, if any	Specific Outcome and Associated Metric to Which the Resource Contributes
Milwaukee Area Workforce Investment Board (MAWIB)	\$5,000		Work on People Subcommittee/Task force	N/A	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled
Milwaukee Community Service Corps	N/A	\$150,800	Host employer for Transitional Jobs program	20 slots (4 per year x 5 years)	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled
Milwaukee Community Service Corps	N/A	\$249,500	Value of education/training in green jobs/construction	10 slots per year x 5 years = 50 slots	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled

PEOPLE LEVERAGE CHART

Agency	Leverage Amount- Existing	Leverage Amount – New	Brief Service Description	Number of Public and/ or Assisted Housing Residents Served, if any	Number of Other Neigh. Residents Served, if any	Specific Outcome and Associated Metric to Which the Resource Contributes
Milwaukee Community Service Corps	N/A	\$127,237	Training wages in for hands-on training	10 slots per year x 5 years = 50 slots	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled
Milwaukee Health Services, Inc. (Federally Qualified Health Center)	N/A	\$8,131	Expanded outreach and promotion of the Center as a Medical Home to Westlawn residents.	80	0	Children, youth and adults that are physically and mentally healthy: <ul style="list-style-type: none"> • Number and % who have a “medical home” • Number and % who have health insurance
Milwaukee Job Corps Center	N/A	\$21,000	Enhanced outreach in the Westlawn target area; provide tutoring and mentoring services to facilitate academic success.	100	N/A	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled

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Milwaukee Job Corps Center	N/A	\$42,000	Provision of service learning projects in the Westlawn Community	100	N/A	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled

PEOPLE LEVERAGE CHART

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Milwaukee Public Schools	N/A	\$21,811	MPS School Principals will commit staff time to coordinate efforts among the three direct MPS schools serving the CNI area and the HACM Case managers.	336	1794	<p>Children are proficient in core academic subjects; Youth graduate from high school, college and career ready.</p> <ul style="list-style-type: none"> • Number and % of students at or above grade level according to state math and English language arts assessments in at least the grades required by the ESEA (3rd through 8th grade and once in high school) • Number and % of youth that graduate from high school.

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Silver Spring Neighborhood Center		\$1,570,000	New and expanded program outreach for Early Childhood Education Program.	50 slots x 5 years = 250	0	<p>Children enter kindergarten ready to learn.</p> <ul style="list-style-type: none"> • Number and % of children in kindergarten assessed as developmentally ready at the beginning of the school year • Number of children age 0-5 enrolled in a high quality early learning program
Silver Spring Neighborhood Center		\$14,500	Enhanced and expanded outreach for adult education program for current and new residents of Westlawn	10/year x 5 years = 50	0	<p>Households are economically stable and self-sufficient</p> <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled

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Silver Spring Neighborhood Center		\$14,000	Youth financial literacy training	50/year x 4 years = 200	0	<p>Children are proficient in core academic subjects; Youth graduate from high school, college and career ready.</p> <ul style="list-style-type: none"> • Number and % of students at or above grade level according to state math and English language arts assessments in at least the grades required by the ESEA (3rd through 8th grade and once in high school) <p>Number and % of youth that graduate from high school.</p>
Silver Spring Neighborhood Center		\$25,000	New computer literacy training programs to provide skill-based education for youth	20/year x 5 years = 100	0	<p>Households are economically stable and self-sufficient</p> <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled

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Silver Spring Neighborhood Center		\$273,960	Transform Milwaukee jobs training program	8 per year x 5 years = 40 total	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled
Silver Spring Neighborhood Center		\$11,000	Executive Director to serve on Committees for Choice neighborhood	N/A	N/A	N/A
Silver Spring Neighborhood Center	\$121,000		Provide GED/Adult basic education for students already in program	40/year x 5 years = 200	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled

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Silver Spring Neighborhood Center	\$125,000		Celebrating Families program to support families affected by alcohol and drug abuse	20 /year x 5 years = 100	0	Children, youth and adults that are physically and mentally healthy: <ul style="list-style-type: none"> • Number and % who have a “medical home” • Number and % who have health insurance
Silver Spring Neighborhood Center	\$1,128,600		Youth social development afterschool programming	660	660	Positive Youth development
Silver Spring Neighborhood Center	\$1,067,600		Youth in current Early Childhood education program	34 slots	29 slots	Children enter kindergarten ready to learn. <ul style="list-style-type: none"> • Number and % of children in kindergarten assessed as developmentally ready at the beginning of the school year • Number of children age 0-5 enrolled in a high quality early learning program

PEOPLE LEVERAGE CHART

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Silver Spring Neighborhood Center	\$22,250		Community Food Bank	200	50	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled
UW-Milwaukee College of Nursing		\$6,000	Two health promotion activities based on individual and Family self-management theory focused on chronic disease prevention	300	0	Children, youth and adults that are physically and mentally healthy: <ul style="list-style-type: none"> • Number and % who have a “medical home” • Number and % who have health insurance
UW-Milwaukee College of Nursing		\$10,500	Ecological model nurse case management services for 15 residents suffering from chronic diseases	15/year x 5 years = 75	0	Children, youth and adults that are physically and mentally healthy: <ul style="list-style-type: none"> • Number and % who have a “medical home” • Number and % who have health insurance

PEOPLE LEVERAGE CHART

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UW-Milwaukee College of Nursing	\$2,025,650		Provide health promotion education and outreach, primary health care, health info and referral, nurse case management and care coordination	4,000 visits annually by clients	0	Children, youth and adults that are physically and mentally healthy: <ul style="list-style-type: none"> • Number and % who have a “medical home” • Number and % who have health insurance
Westlawn Partnership for a Healthier Environment	122120		Bicycle maintenance repair and training; implementation of “Biking for Health” program	150	90	Children, youth and adults that are physically and mentally healthy: <ul style="list-style-type: none"> • Number and % who have a “medical home” • Number and % who have health insurance
The Foundation of the Wisconsin Automobile and Truck Dealers Association	N/A	\$172,500	Greenskills Training program including scholarship matching, tool costs, tutoring and case management	50	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled

PEOPLE LEVERAGE CHART

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Wisconsin Regional Training Partnership/Big Step		\$20,000	Outreach and placement of 25 qualified individuals on career pathways through the Mayor’s Manufacturing Partnership Initiative	20	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled
Wisconsin Regional Training Partnership/Big Step	\$75,000		Job training, including apprenticeship readiness training	15	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled
Wisconsin Regional Training Partnership/Big Step	\$45,000		Section 3 assistance including job fairs, linking residents with contractors, etc.	30	0	Households are economically stable and self-sufficient <ul style="list-style-type: none"> • Number and % of working-age adults working full and part-time • Average earned income of HUD-assisted households, excluding elderly or disabled

PEOPLE LEVERAGE CHART

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Wisconsin Women’s Business Initiative Corporation	N/A	\$203,042	Financial literacy training (Make Your Money Talk) and Independent Development Account (IDA) Program.	300	N/A	Households are economically stable and self sufficient. <ul style="list-style-type: none"> • Number of residents who complete financial literacy training • Number of residents who open an Individual Development Account (IDA)
Total	\$4,989,220	\$4,227,931				



Tom Barrett
Mayor

Bevan K. Baker, FACHE
Commissioner of Health

Health Department Office of the Commissioner

www.milwaukee.gov/health

Frank P. Zeidler Municipal Building, 841 North Broadway, 3rd Floor, Milwaukee, WI 53202-3653 phone (414) 286-3521 fax (414) 286-5990

February 6, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells St.
Milwaukee, WI 53202

Dear Mayor Barrett:

As Commissioner of the City of Milwaukee Health Department (MHD), I am pleased to provide a letter of support for the City of Milwaukee's 2015 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood.

For over twenty-five years, MHD has served the Westlawn neighborhood by delivering vital public health services at our Northwest Health Center. The services offered to residents of Westlawn and the surrounding neighborhood from this location include:

- Promoting the health and well-being of nutritionally at risk pregnant, breastfeeding, and postpartum women and children through our Women, Infants, and Children's Supplemental Nutrition Program (WIC)
- Providing breast and cervical cancer screenings through our Milwaukee Breast and Cervical Cancer Screening Program (MBCCAP)
- Providing assistance with enrollment in Medicaid, private insurance through the federal Marketplace, and Wisconsin's Foodshare program through our Community Healthcare Access Program (CHAP)
- Providing teen and adult males with the capacity to make health a priority and to make healthy life decisions through our Men's Health Program.

Further, MHD will continue our annual investment support of the Westlawn Neighborhood Transformation Plan in the following amounts:

- WIC Program - \$532,032
- MBCCAP - \$159,577
- CHAP - \$227,811
- Men's Health - \$150,000

Over the 5 year grant period, a total MHD investment of \$5.3 million will support service delivery to residents of the Westlawn Neighborhood.



In addition, the MHD will also provide services expressly targeted to the residents in the Westlawn Neighborhood. Specifically, MHD commits to providing:

- Two annual presentations to Westlawn Neighborhood residents from the Men's Health program promoting our services and providing health education to residents
- Two annual presentations to the Westlawn Neighborhood Council on enrollment opportunities from our CHAP program
- Two annual presentations to Westlawn Neighborhood residents on providing education on infant safe sleep and MHD home visiting programs
- Literature and brochures concerning all programs offered by MHD out of the Northwest Health Center

Over the five year grant period, these programs will create a leverage of approximately \$2,000.

Finally, MHD firmly commits to continuing to provide these and additional public health services to the residents of the Westlawn Neighborhood as a part of the Westlawn Choice Neighborhood Transformation Plan. MHD believes this plan will have a significant impact in transforming the Westlawn community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bevan K. Baker', written over a circular stamp or seal.

Bevan K. Baker, FACHE
Commissioner of Health

Carmen

SCHOOLS OF
Science & Technology

February 2, 2015

Mayor Tom Barrett
City of Milwaukee
City Hall
200 E. Wells Street, Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

As Founder and Head of Schools, Carmen Schools of Science and Technology (Carmen Schools), I am pleased to provide this letter of commitment supporting the City of Milwaukee's 2014 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood. Carmen Schools of Science and Technology operates two public secondary schools under charters from the Milwaukee Public Schools (MPS). The schools provide a rigorous college preparatory curriculum with an emphasis on science and engineering and a focus on developing career readiness. Students are admitted on a completely non-selective basis and are drawn from the neighborhoods surrounding the campuses.

Establishing schools as a vital component of central city neighborhoods to help promote neighborhood revitalization and economic development has been a key element of our expansion strategy as one of Milwaukee's highest performing charter school networks. A central focus of the Carmen Schools mission is to build neighborhood stability by using our campuses as central anchors for gathering, connecting, and tapping into neighborhood resources.

Carmen High School of Science and Technology, the Carmen Schools' first campus, opened in 2007 as an MPS-authorized charter high school on Milwaukee's south side. Carmen South now serves 350 students in grades 9-12; 98 percent are Latino and 90 percent are low-income. Students in the Carmen South Campus Class of 2014 attended college in fall 2014 at a rate of 82%, the highest of all 32 MPS high schools. By comparison, 39% of all MPS graduating seniors and 68% of all Wisconsin graduates enrolled in college last Fall. U.S. News and World Reports ranked Carmen in the top ten in its listing of the "Best High Schools in Wisconsin" in both 2013 and 2014.

Carmen Middle/High School of Science and Technology, Northwest Campus, opened in the proposed Choice Neighborhood in August 2013 under an MPS charter. Carmen Schools leased the 180,000 square foot MPS building that had until June 2013 housed the lowest performing secondary school in the state of Wisconsin. The current enrollment in the facility under the Carmen Northwest Campus leadership is 350 students in grades 6, 7, 9 and 10, with the following demographics: 90% low-income, 78% African American, 15% Hispanic, 5% white and 2% Asian. Carmen Northwest Campus will add new 6th grade and 9th grade cohorts each year until the school serves 800 students in grades 6-12. Academic achievement tests in the school's first year show student growth at rates well above average, and comparable to the original Carmen campus. School-wide MAP assessment growth for Math at Carmen Northwest was

228% of that projected, compared to 124% for MPS. School-wide MAP assessment growth for Reading was 199% of that projected, compared to 117% for MPS for the same grade levels. Carmen Northwest students in grades 8 and 9 Fall to Spring growth rates on the ACT EXPLORE exam were double those projected by ACT for one academic year.

The planning for Carmen's new Northwest Campus began in early 2012 with a team that met regularly over a year and a half and included leaders from Carmen Schools as well as representatives from the Westlawn Housing Development Resident Council, the Housing Authority of the City of Milwaukee, the Havenwoods Economic Development Corporation, the Silver Spring Neighborhood Center, parents from the neighborhood, and the principal from Kluge Elementary School, also in the proposed Choice Neighborhood. Since the school opened in Fall 2013, these neighborhood organizations have continued to grow their partnerships with Carmen Schools and the representatives have remained members of the Carmen Northwest Campus School Improvement Committee, which oversees and reviews progress toward goals in the school's annual education program plan.

Existing Leverage

Carmen Schools of Science and Technology firmly commits to continue to provide the following existing activities in support of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development and homes in the proposed Choice Neighborhood:

1. School Facility Furnishings, Equipment, and Renovations. Since opening in August 2013, Carmen Schools of Science and Technology has raised and expended \$810,450 for the Carmen Northwest Campus for the following costs: \$130,986 for building improvements; \$82,968 for building furnishings; \$596,496 for equipment, technology and instructional materials for a state-of-the-art college preparatory high school. An additional \$400,000 will be expended in the same categories prior to the start of the five-year grant period.

2. Recruitment of Students from Westlawn Housing Development and the Proposed Choice Neighborhood. Since opening in August 2013, the Carmen Northwest Campus has had a full-time admissions and neighborhood marketing director on staff to enroll students to the new school. At least 50% of the director's time is devoted to middle and high school student recruitment efforts in the immediate neighborhood, including visits to schools in the proposed Choice Neighborhood, door-to-door canvassing at Westlawn Housing and surrounding neighborhood and related efforts. This is an annual leverage of \$17,500 [0.5 x 1 years x \$35,000 (salary and taxes)] and projected total leverage of \$87,500 for the five-year term of the grant.

3. Involvement of Head of Schools in Promoting the Choice Neighborhood Concept. The Head of Schools has participated in and initiated numerous meetings with community leaders, politicians, Carmen Schools board members, and philanthropists aimed at developing and promoting the concept of a Choice Neighborhood in the Westlawn area, including Carmen's role as one of the core educational anchors in the neighborhood.

New Leverage

Carmen Schools of Science and Technology firmly commits to providing the following newly generated activities in support of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development and proposed Choice Neighborhood:

1. School Facility Furnishings, Equipment, and Renovations. Carmen commits to expending an additional \$1 million for building renovations, furnishings, equipment, technology and instructional materials to establish the Northwest Campus as the state-of-the-art college preparatory high school in the Choice Neighborhood. Half of the committed funds have been raised to date.

2. Recruitment of Residents of Westlawn and Homes in the Choice Neighborhood to Carmen Northwest Campus and to K-5 Schools in the Choice Neighborhood. As an independent charter school network, Carmen Schools has developed successful strategies for marketing its campuses as neighborhood schools with a clear mission, vision and rigorous academic program. The elementary schools in the proposed

Choice Neighborhood have only recently begun to recruit independently of the larger MPS system, targeting nearby neighborhood residents. Carmen will commit its community engagement staff person to work 25% time in collaboration with the three K-5 schools in the Choice Neighborhood to create and implement a joint marketing strategy to promote the value of attending preK through 12th grades in the neighborhood. Over the five-year term of the grant this amounts to \$62,500 in leveraged funds [0.25 x \$50,000 (salary and benefits) x 5 years].

3. Family Events and Athletics for Westlawn and Choice Neighborhood Residents. Carmen will offer its newly renovated full-size gym, dance studio and workout rooms one night per week and at least one weekend per month of adult and family recreation time for Westlawn residents (minimum of two hours per session).

4. Job Skills Training for Westlawn and Choice Neighborhood Residents. Carmen commits to opening its new Makerspace facility (especially the woodworking and electronics shops) to residents to assist in jobs skills training at least one evening per week (2 hours) and two Saturdays per month (4 hours) and summer workshops (average 12 hours x 3 per summer). The leveraged funds are for the Makerspace staff persons. Over the five-year term this amounts to a total of \$15,500 [5 x 124 hours x \$25 per hour (average wage plus taxes)].

5. Collaboration with Silver Spring Neighborhood Center to Recruit Employees. Carmen will commit to hiring each year at least one employee trained at SSNC as part of the Transform Milwaukee Jobs Program. Depending on skills, the employees would work as office staff, paraprofessionals who support classroom instruction, or computer technicians.

6. Choice Neighborhood Advisory Committee and Related Efforts. The Head of Schools will work with the Choice Neighborhoods Advisory Committee throughout the term of the grant and beyond. In addition, the Head of Schools will work to raise local and national philanthropic support for programs to improve academic achievement in all schools within the Choice Neighborhood, and serve to bring attention to the Choice Neighborhood program to the broader Milwaukee community through a variety of forums. This commitment is estimated for five years at \$13,000 [5 x 2% of 130,000 (salary and benefits)]. The Carmen Northwest Campus Principal will work collaboratively with the three K-5 school principals in the Choice Neighborhood and MPS leadership to develop a true K-12 quality educational continuum for residents, including shared program planning and professional development and student activities. This commitment is estimated for five years at \$25,000 [5 x 5% of 100,000].

Carmen Middle/High School of Science and Technology, Northwest Campus, is completely committed to being one of the core educational partners in the Westlawn Choice Neighborhood Transformation Plan and will provide the above-mentioned human and fiscal resources in order to have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



Patricia J. Hoben, Ph.D.
Head of Schools

January 30, 2015



**Mayor Tom Barrett
City Hall
2000 East Wells Street
Room 201
Milwaukee, WI 53202**

Dear Mr. Barrett:

As Executive Director of Day Care Services for Children, Inc., I am pleased to provide this letter of commitment in support of your 2015 application to the U.S. Department of Housing & Urban Development for the Choice Neighborhood Initiative Grant to transform Westlawn.

Day Care Services for Children, Inc. has a forty-six year history of partnership with the Housing Authority of the City of Milwaukee (HACM), including a current site in the Parklawn development close to Westlawn. Day Care Services for Children currently has two locations in the city of Milwaukee, including one on the north side and one on the south side, providing quality early childhood educational services. We understand that the residents of Westlawn will be in need of early childhood education services prior to and during the relocation and post-revitalization as well. We believe our sites in different areas of the city will be a good resource for your Westlawn residents during their relocation.

New Leverage:

Day Care Services for Children, Inc. firmly commits to providing the following programs and activities during the five-year grant period to serve residents of Westlawn eligible for services:

Early Childhood Program: Day Care Services for Children, Inc. (DCSC) commits to enhanced services and outreach to Westlawn families as follows: 1) Partnering with HACM to fulfill the needs of families for early childhood education prior to relocation, during relocation, and post revitalization; 2) Performing increased and enhanced outreach to and enrolling current and future families in the revitalized Westlawn; 3) Enrolling, tracking and supporting the attendance of families in the program that have children ages 0-5 in the DCSC Early Education Program, and relaying those outcomes to HACM. We believe this commitment is valued at approximately \$525,000 (average cost per slot \$4,200 per year times 25 slots set aside for children of Westlawn families times five years).

Day Care Services for Children, Inc. is committed to working with the Housing Authority Task Force for Westlawn as a community partner through the Choice Neighborhood Initiative Grant. We estimate this commitment to be valued at \$4,200 (20 hours per year of the DCSC Executive Director at \$42/hour for five years).

Day Care Services for Children, Inc. firmly commits to providing the above newly generated services to the residents of Westlawn and estimates the value of these services for the five year period of the grant to be \$529,200.

Day Care Services for Children, Inc. strongly supports this Choice Neighborhood Initiative for the Westlawn Community and we believe that it will not only revitalize the physical development of Westlawn but also help to improve the quality of life, education, and self-sufficiency of the residents.

Sincerely,

A handwritten signature in blue ink, appearing to read "Edward Konkol".

Edward Konkol

**Day Care Services for Children, Inc.
Executive Director**



5500 W. Silver Spring Dr.
Milwaukee WI 53218
Phone: (414) 527-1546
Fax: (262) 439-6141
www.growingpower.org

February 9, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

As Farmer, Founder and CEO of Growing Power, Inc., I am pleased to provide this letter of commitment in support of your FY2014/2015 Choice Neighborhoods Implementation grant application for the Transformation of the Westlawn neighborhood.

Growing Power is a non-profit organization that focuses on the development of sustainable community food systems through which high-quality, safe, affordable food is made accessible to diverse communities everywhere. Located five blocks east of the Westlawn public housing development, Growing Power has established a Community Food Center that supports sustainable food-producing systems that are used for demonstration, production and hands-on learning. Our mission is to support people from diverse backgrounds, and the environment in which they live, by improving their food security, promoting social justice and sustainability, and building community around food sovereignty. We implement this mission by providing hands-on training, on-the-ground demonstration, outreach and technical assistance, to help people grow, process, market, and distribute food in a sustainable manner.

As you know, Westlawn is currently a “food desert” with low-income residents having few healthy food choices among the nearby stores and restaurants. For the past sixteen years, our Community Food Center has offered the public and nearby Westlawn residents access to healthy, locally grown and affordable food. We have also provided job training, leadership development, and skill-building in urban sustainable agriculture to countless youth from and around Westlawn who have participated in our youth programs, such as the Growing Power Youth Corps.

Leverage

Growing Power firmly commits to providing \$52,500 (\$10,500/year x 5 years) for compost and education/training programs for the original or new residents living in the targeted Westlawn Housing Development over the life of the FY2014/FY2015 Choice Neighborhoods Implementation Grant. Additional detail about the compost and education/training programs to support the Westlawn Transformation Plan is provided below.

1. Coordinating and managing the Westlawn community gardens that will be used by residents. Growing Power will provide training and education for residents on sustainable food production and healthy nutrition. Growing Power will use nutrient rich, microbial compost it has generated over the past year for the garden installations. (25 yards of compost x \$200 per yard = \$5,000/year, or \$25,000 for the five-year grant period)
2. Operating the pre-cooked pilot food waste collection system. Growing Power will educate residents on how to separate their trash in order to collect home-generated pre-cooked food waste for composting, which will add nutrients and fertilizer to the garden. Growing Power will oversee all waste collection and management as it pertains to this program (500 hours per year for the compost team x \$10.00 average waste rate = \$5,000/year, or \$25,000 for the five-year grant period)
3. Growing Power offers daily, hands-on education tours of its urban farm facility which demonstrate how food can be intensively yet sustainably grown in dense, urban areas. The nearly 3-acre farm consists of six A-frame green houses and eighteen hoop-houses supporting year-round agricultural production, a laying hen flock (500+), dairy goats, millions of worms, over 100,000 fish in twenty aquaponic systems throughout the facility, and countless varieties of micro-greens and vegetables growing throughout the urban farm year-round. Growing Power will promote and provide these educational tours to Westlawn residents (estimated 50 resident participants per year x \$10 per tour = \$500/year, or \$2,500 for the five-year grant period)

In addition to this \$52,500 commitment, Growing Power has already invested the following: At the 55th Street campus: \$40,000 to raze two old houses; \$42,000 to add 6 hoop houses; \$30,000 to restore hoop house 6; \$150,000 to restore the main structure of greenhouses; At the Carleton campus: (41st and Silver Spring Dr.) \$224,000 to install 32 hoop houses in anticipation of the catalytic redevelopment of the Westlawn neighborhood. These investments, which started after February 6, 2012, have and will contribute to the goals and outcomes you have described in your application.

Growing Power strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



Will Allen
Farmer, Founder & CEO



BOARD OF DIRECTORS

January 29, 2015

Keith Anderson
Board Chairperson
Engberg Anderson Design Partnership

Mayor Tom Barrett
City Hall
200 East Wells, Room 201
Milwaukee, WI 53202

Caroline V. Krider
1st Vice Chairperson
U.S. Bank National Association

Marjorie A. Cage, PhD
2nd Vice Chairperson
Community Volunteer

Dear Mayor Barrett:

Kim M. Dougherty
Treasurer
Children's Hospital and Health System

I am pleased to provide this letter of commitment in support of your 2015 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood in Milwaukee.

James A. Baxter
Van Briesen & Roper, SC

William B. Coleman
Coleman & Williams, Ltd.

Claudia Guzman
University of Wisconsin Milwaukee

Randall C. Harlan
EnterForce, Inc.

Laura J. Hauschild
Northwestern Mutual

IMPACT is a 501(c)(3) organization with a mission to change lives for good. IMPACT's family of services helps restore the health and productivity of individuals, organizations and workplaces leading to an improved quality of life for the entire community. IMPACT has established productive collaborative relationships with leading businesses, funders, community stakeholders and other non-profit organizations; playing a critical role in preventing solvable problems from escalating into crises by helping people and organizations make connections that generate answers.

Karen Ordians
Children's Health Alliance of Wisconsin

Jill Ritterbusch
City of Milwaukee Health Department*

Chris Schmidt
Johnson Controls, Inc.

Roger C. Sherman
Community Volunteer

Filippa C. Weber
Harley-Davidson*

*Retired

6737 W. Washington Street
Suite 2225
Milwaukee WI 53214
phone (414) 256-4808
fax (414) 771-4808
www.impactinc.org

IMPACT 'S FAMILY OF SERVICES				
NEW IMPACT Planning Council	IMPACT 2-1-1	IMPACT Alcohol & Drug Services	IMPACT Awareness	IMPACT Workplace Services

IMPACT Planning Council is a part of IMPACT's family of services and provides planning, evaluation and research services for other nonprofits, foundations and government. It has been operating in Southeastern Wisconsin since 1966, and has an 18 year history of working successfully with the City of Milwaukee on projects similar to the proposed Choice Neighborhood Implementation project. Specifically, the Planning Council has served as the external evaluation partner for the Housing Authority's HOPE VI Scattered Sites project, as well as HOPE VI projects at Hillside, Parklawn, Carver Park and Highland Park family housing developments. The Planning Council has also worked collaboratively on the Drug Elimination grant programs and HUD's Family Self-sufficiency program. Most recently, we have completed a mixed method analysis of the Housing Authority's education initiative, and assessed resident use of, and satisfaction with, employment and financial services. Importantly, IMPACT Planning Council has been involved in facilitating and evaluating collective impact efforts at the neighborhood level and has always assured that the voice of residents is included in the planning and assessment.

LIVE UNITED



Our family of services helps restore the health and productivity of individuals, organizations and workplaces leading to an improved quality of life for our entire community.
 IMPACT 2-1-1 | IMPACT Alcohol & Drug Abuse Services | IMPACT Workplace Services | IMPACT Planning Council | IMPACT Awareness

Existing Leverage

IMPACT Planning Council commits to providing resident engagement through focus groups, listening sessions and interviews, and reporting results at resident meetings in support of the “People” component of the proposed Transformation Plan during the five-year grant period.

To serve those original or new residents living in the targeted Westlawn housing development IMPACT will contribute the equivalent of over 40 hours additional hours annually to the design, implementation and dissemination of the research and evaluation findings. The total leveraged value over the five year grant period for existing services is \$25,000 (41.66 hours at \$120 an hour per year equals \$5,000 multiplied by the 5 year grant period.)

New Leverage

In addition to existing efforts to secure resident input and the existing leveraged amount of \$25,000, IMPACT Planning Council commits to undertaking a new method of resident engagement which, in a pilot application, yielded a high rate of return on resident assessment of services. This methodology will be expanded to include residents in the targeted Westlawn development, thereby increasing resident voice and representation in the ongoing identification of needed services. To this end, the Planning Council will contribute an additional 83.33 hours of evaluation services over the course of the five year grant period. The total new leveraged value over the five year grant period is \$10,000 (16.66 hours at \$120 an hour per year equals \$2,000 multiplied by the 5 year grant period.)

IMPACT commits to providing the above services to the residents of the Westlawn development and estimates the **value of these services for the five year grant to be \$35,000 as calculated above (\$25,000 for existing leverage and \$10,000 for newly generated leverage).**

IMPACT Planning Council strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in truly transforming the Westlawn community’s housing, people and neighborhood.

Sincerely,



Michael G. Davis
President and CEO

Earl Buford
Milwaukee Area Workforce
Investment Board

Charlie Corrigan
JP Morgan Chase & Co.

Kathryn Dunn
Greater Milwaukee Foundation

Gilbert Llanas
Community Volunteer

Steven L. Mahan
City of Milwaukee
Community Development
Grants Administration

Mary Anne Martiny
The Harley Davidson Foundation

Antonio Perez
Housing Authority
City of Milwaukee

Shannon Reed
United Way of Greater Milwaukee

Teig Whaley-Smith
Milwaukee County
Economic Development

Jerry Roberts
Bader Philanthropies
WFA Board President

Clare Reardon
Interim Program Manager

Mayor Tom Barrett
City Hall
200 East Wells Street, Room 201
Milwaukee, WI 53202

Dear Mayor Barrett,

As Board President of the Milwaukee Area Workforce Funding Alliance, I am pleased to provide this letter of commitment in support of the Choice Neighborhood proposal to develop sustainability in the Westlawn Neighborhood.

Milwaukee Area Workforce Funding Alliance (WFA) is a consortium of 25 private and public funders, aligning and pooling their resources to address employment issues for low-income, low-skilled Milwaukee residents.

As a funding collaborative that pools and aligns resources, we recognize the value of leveraging our investments for more efficient and effective outcomes in our community.

Together we align approximately \$16 million annually into workforce partnerships, which are employer-driven and sector-based. The partnerships are led by nonprofit organizations providing financial counseling and coaching, access to public and private work supports, pre-employment services and training programs, and placement and retention services.

WFA is committed to fund new services during the Choice Neighborhood grant period to serve the residents of the targeted development.

Housing Authority of City of Milwaukee has a history of success with supporting resident and neighborhood employment and services. WFA intends to build on this effective record by targeting resources to this area.

WFA will invest \$100,000 in cash annually toward workforce development services to a minimum of *100 new clients annually*. This support will be directed toward coordinated efforts with Silver Spring Neighborhood Center and Havenwoods Business District.

Milwaukee Area Workforce Funding Alliance commits to fund the services of assessment, job readiness, work supports, and training and job placement to the residents of the targeted development. WFA estimates the cash value of these contributions for the five-year grant to be \$500,000.

Please contact us if you have any additional questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry Roberts", with a long horizontal flourish extending to the right.

Jerry Roberts
Board President, Milwaukee Area Workforce Funding Alliance
Bader Philanthropies
414-224-6464



February 3, 2015

Mayor Tom Barrett
City of Milwaukee
200 E. Wells Street
Room 201
Milwaukee, WI 53202

Dear Mayor Barrett,

As President and CEO of the Milwaukee Area Workforce Investment Board (MAWIB), I am pleased to provide this letter of commitment in support of your 2015 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood. MAWIB, as the local administrative entity for the Workforce Investment Act, works in partnership with local leaders in government, education, private industry, philanthropy and labor to develop, facilitate and lead initiatives that respond to our local workforce needs. We also have a strong commitment to those most economically disadvantaged to gain the skills needed to access jobs in our community.

MAWIB commits to providing the following generated services and activities during the grant period to serve those original and new residents of the Westlawn Choice Neighborhood.

New Leverage

The MAWIB commits to providing the following activities in support of the People component of the proposed Transformation Plan during the five-year grant period to serve those original and new residents of Westlawn that are eligible for community and supportive services:

1. Job Readiness Training provided by MAWIB Job Readiness Preparation staff- \$50 per hour x 2 staff x 4 hours x 4 sessions x 5 years plus supplies \$100 annually ---for a total of \$8,500.
2. Resume writing workshops provided by MAWIB staff---\$50 per hour x 2 staff x 4 hours x 4 sessions x 5 years plus supplies \$150 annually---for a total of \$8,750.
3. Coordinating with Westlawn to provide up to 20 Westlawn youth (ages 14-21) with summer enrichment activities, staff assistance \$50 x 1 staff for 4 hours x 5 years plus \$100 annually for supplies and activity cost-for a total of \$1,100.
4. YouthBuild: Education, occupational skills training in construction and manufacturing, youth leadership development, career exploration and planning, post program support, and community service learning opportunities - 21 slots over 2 years, for a total of \$113,400.
x #2700/slots/yr

Existing Leverage

The MAWIB commits to providing the following existing activities on support of the People component of the Proposed Transformation Plan during the five-year grant period to serve



those original and new residents of Westlawn that are eligible for community and supportive services:

1. The WIA case management will coordinate with Westlawn and HACM Choice Neighborhood to provide access to job training and supportive services for those residents eligible for WIA services: MAWIB –MAWIB commits to having its WIA Case Managers work closely with the Westlawn Choice Neighborhood Case Manager to coordinate job training and supportive services for those Westlawn residents eligible for WIA services. We have estimated the value of this commitment at 10 hours of the Case Manager per client per year x \$20/ hour salary x benefit rate x an estimated 10 clients x 5 years, or \$10,000 total.
2. Summer Youth Employment: MAWIB commits to setting aside 10 slots for their Summer Youth Employment program specifically for youth from the targeted Choice Neighborhood, for the five year grant period. The Youth Employment program runs eight weeks during the summer. The program is dedicated to training that reinforces soft employment skills such as interpersonal communications, resume writing, exposure to various career track choices and other elements that produce a well-rounded youth employment. It also provides a work experience at either a community organization or private employer. The cost of an average slot for a youth employee is about \$1,500 per year and so we calculate the value of this commitment at \$1,500 x 10 slots x 5 years or \$75,000 total.
3. Community Task Force: The MAWIB commits to working with the Task Force set up for the Westlawn Choice neighborhood as a community services partner through the Choice Neighborhoods grant. We estimate this commitment to be valued at \$5,000 (20 hours per year of time of a MAWIB staff person at \$50 per hour for five years)

The MAWIB firmly commits to providing the above services to the residents of the Westlawn Choice Neighborhood and estimates the value of these services for the five year grant to be \$221,750 as calculated above: \$90,000 for existing leverage and \$131,750 for newly generated leverage.

The MAWIB strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it has a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



Earl Buford
President & CEO
Milwaukee Area Workforce Investment Board



January 22, 2015

Mayor Tom Barrett
City Hall
200 E. Wells St. Room 201
Milwaukee, WI 53202

Dear Mr. Barrett:

As Executive Director of Milwaukee Community Service Corps (MCSC), I am pleased to provide this letter of commitment in support of your 2013 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood in Milwaukee.

With two decades of experience in preparing young adults for careers in the trades and manufacturing, MCSC serves as one of the few places in Milwaukee and Wisconsin where all disadvantaged young person can build a work history, solid employment skills, and a bridge to a self-sustaining future. MCSC resides in the HACM Hillside Community where we have a seasonal contract with them to perform their landscaping needs. We are also contracted to pick up recycling from high-rises.

New Leverage

MCSC firmly commits to providing the following newly generated activities in support of the People component of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development:

- 1. Special Outreach to Westlawn neighborhood families and youth:** MCSC commits to forming a partnership with Silver Spring Neighborhood Center and other neighborhood CBO's. This relationship will allow us to recruit individuals for our six month vocational training program, where they will have the opportunity to earn a number of nationally recognized certificates and on the job paid training. MCSC averages about 6 hours per week on our partnership with other CBO's. Over the 5 year period, this will accumulate to about 780 hours.
- 2. Silver Spring Neighborhood Center Transitional Jobs Program Host Employer:** MCSC is partner with Silver Spring Neighborhood Center's Transitional Jobs Program to host their participants at our job site where they will be working on our jobs sites doing: landscaping, housing rehabilitation, beach clean-up, and recycling. The value of hosting at least 4 of their transitional Jobs participants for a 6 month period per year would be \$30,160 (\$7.25 multiplied by 40 hours, multiplied by 26 weeks, multiplied by 4 slots). Therefore, the total leveraged value over 5 years will be \$150,800.
- 3. Training/Education Slots Committed for Westlawn Neighborhood families:** MCSC hereby commits to set aside 10 slots annually for interested Westlawn neighborhood young adults ages 18-28. This will provide them with the opportunity of education in the green jobs/construction field valued at \$4,990 per trainee based on our 2015 budget. In addition to education, each trainee will have the opportunity to earn wages on non-education days. This value is \$2,544.75 (\$7.25 per hour x 19.5 hours per week x 18 weeks). In addition to the earning wages on these days, our trainees gain hands-on experience with industry professionals. This experience is priceless. Therefore, the total leveraged value over 5 years will be \$376,737.50 (10 slots multiplied by \$4,990 per person, plus the earned wages of \$2544.75, multiplied by 5 years).

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Paul Westphal
Robert W. Baird

George Leutermann
Executive Director

Existing Leverage

MCSC firmly commits to providing the following existing activities in support of the People component of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development:

1. **Outreach to Westlawn neighborhood families and youth:** MCSC currently serves individuals in the Westlawn neighborhood through our sixth month training program. This includes financial literacy courses, soft skills training, courses that will prepare individuals for apprenticeships and/or post-secondary education as well as employment. If a participant stays with our program for the full 6 months, it values at \$8,571.50 per individual.
2. **Community Service:** We are an on-call agency for various projects in the Westlawn community. Some of these projects have been recycling program, litter clean-up, and property maintenance.

MCSC firmly commits to providing the above services to the residents of the Westlawn development and estimates the value of these services for the five year grant to be \$592,659 as calculated above (\$8,571.50 for existing leverage and \$584,087.50 for newly generated leverage).

MCSC strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



George Leutermann
Executive Director



Mission: To provide accessible, quality, primary and related health care services to Milwaukee residents, with our continuing emphasis on medically underserved families and individuals.

January 28, 2015

Mayor Tom Barrett
City Hall
200 East Wells Street Room 201
Milwaukee, Wisconsin 53202

Dear Mayor Barrett:

As President and Chief Executive Officer of Milwaukee Health Services, Inc., I am pleased to provide this letter of commitment in support of your 2014 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood.

Milwaukee Health Services, Inc. (MHSI) is a Federally Qualified Health Center (FQHC) that operates from two (2) sites: the MLK Heritage Health Center at 2555 N. Martin Luther King Drive and the Isaac Cogs Heritage Health Connection at 8200 W. Silver Spring Drive. MHSI offers a range of primary health care services including physician, dental, behavioral, benefit determination, and pharmacy. As an FQHC, we service everyone regardless of income, or third party coverage, and seek to provide high quality care in accessible locations and at convenient times. Our two sites primarily target the residents of Milwaukee's north side, but we service patients from all over the county.

Thus, we want to confirm that Westlawn, which is located only 14 blocks from our Isaac Cogs Heritage Health clinic, is in our focus area. In addition, we want to confirm our commitment to working with the Housing Authority and its staff and partners to collaborate on health strategies related to your Westlawn transformation plan. We believe that the strategies that we can be most effective with include assisting those residents without a primary care medical home to become a patient at the Isaac Cogs Heritage Health Center, and to continue ongoing clinic services for those already connected to MHSI (your resident survey indicated that over 6% of residents currently already use the clinic). We also would like to provide some health promotion and education and information programs geared towards the residents of Westlawn during the grant period.

New Leverage

MHSI firmly commits to providing the following new activities in support of the People component of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development:

"Your Health Is Our Business"

EST. 1989

**Martin Luther King
Heritage Health Center
ADMINISTRATION**
2555 North MLK Drive
Milwaukee, WI 53212
(414) 267-2022
(414) 372-7420 fax

**Isaac Cogs Heritage
Health Center**
8200 West Silver
Spring Drive
Milwaukee, WI 53218
(414) 760-3900

www.mhsi.org

1. Expanded outreach to Westlawn residents: It is our understanding that one of the major health strategies described in your grant is to outreach to persons that do not currently have a medical home and connect them to a quality medical home. Considering that MHSI serves all regardless of third party coverage, we believe that MHSI would be a good medical home for those Westlawn residents that do not have one currently. Our staff will work closely with your case managers to reach out to these residents and will do outreach and promotion to residents of Westlawn at Resident Council meetings and through mailings/flyers. We estimate that this commitment will entail 8 hours of staff time per month x \$16.94/hour (salary and benefits) x 60 months of the grant, or \$8,131 total leverage.

Milwaukee Health Services, Inc. strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,

A handwritten signature in cursive script that reads "Tito Izard, M.D.".

Tito Izard, M.D.
President/Chief Executive Officer

TI/gnv



MILWAUKEE JOB CORPS CENTER

6665 North 60th St.
Milwaukee, WI 53223
Telephone: 414.616.5700
Facsimile: 414.353.5919

January 21, 2015

Mayor Tom Barrett
City Hall
200 E. Wells Street Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

As Center Director of the Milwaukee Job Corps Center, I am pleased to provide this letter of commitment in support of your 2015 application to the U.S. Department of Housing and Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood in Milwaukee.

The Milwaukee Job Corps Center is part of a national education and job training program administered by the U.S. Department of Labor and located within 1 mile of the Westlawn Housing Development. Job Corps provides a free training program for eligible young people between the ages of 16-24 that qualify as low income. The center provides technical training in three career pathways:

- Health Care: Certified Nursing Assistant and Medical Office Support
- Manufacturing: Manufacturing Technology, Materials Handling and Distribution and Welding
- Construction: Cement Masonry

Job Corps works with each student to facilitate successful career placement following the completion of the training program. The Housing Authority of the City of Milwaukee (HACM) played an intricate role in the successful launch of the Milwaukee Job Corps Center. The HACM has provided support and resources to promote local recruitment and to provide hands-on training experiences for our career technical trades.

MINACT Incorporated was awarded a two year contract from July 1, 2010 – June 30, 2012 to operate the Milwaukee Job Corps Center, with the possibility of three additional option years (currently in option year 3). The approximate annual operation cost is 9 million dollars per year.

New Leverage

The Milwaukee Job Corps Center commits to providing the following newly generated activities in support of the People component of the proposed Transformation Plan during the five-year grant period to serve those original and new residents of Westlawn that are eligible for community and supportive services:

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An Equal Opportunity Employer

- Education
 - Work with the Housing Authority to promote the Milwaukee Job Corps as a viable option for eligible young adults between the ages of 16-24 that qualify as low income in the Westlawn community.
 - Work with the Westlawn community to provide supportive services, such as tutoring and mentoring, to facilitate the academic success of participants in the Westlawn community.
 - 120 hours of service - \$35.00 per hour – Estimated 5 year cost - \$21,000
- Service Learning
 - Work with the Westlawn community to provide service learning projects such as urban gardening and miscellaneous service community projects.
 - 240 hours of service - \$35.00 per hour – Estimated 5 year cost - \$42,000

The Milwaukee Job Corps Center firmly commits to providing the above services to the residents of the Westlawn development and estimates the value of these services for the five year grant to be \$63,000 as calculated above.

The Milwaukee Job Corps Center strongly supports this Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Respectfully Submitted,



James E. Roberts, Jr.
Center Director

Operated by MINACT Incorporated under contract with the U.S. Department of Labor
An Equal Opportunity Employer



**MILWAUKEE
PUBLIC SCHOOLS**

OFFICE OF THE SUPERINTENDENT

5225 West Vliet Street

P O Box 2181

Milwaukee, Wisconsin 53201-2181

Phone: 414.475.8001

Fax: 414.475.8585

February 2, 2015

Mayor Tom Barrett
Milwaukee City Hall
200 East Wells Street, Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

As Superintendent of Milwaukee Public Schools, I am pleased to provide this letter of commitment in support of the City of Milwaukee's application to the U.S. Department of Housing and Urban Development for the Choice Neighborhood Implementation grant, which is funding to transform the Westlawn neighborhood. We are also pleased to be the Principal Education Partner on the grant. Milwaukee Public Schools is the largest school district in Wisconsin and the 42nd largest school district in the nation. Milwaukee Public Schools educates students from diverse racial, ethnic and cultural backgrounds. The district's enrollment for the 2014-15 school year is 77,391. The student population is 86.1% non-white and the majority (54.7%) is African-American. Other ethnic groups include Hispanic (24.6%), Asian (6.0%) American Indian (0.7%), and White (13.9%). A total of 19.9% of students were identified with special education needs, and 9.2% of students have limited English proficiency. About 82% of all students in the district qualify as economically disadvantaged.

Milwaukee Public Schools and the Housing Authority of the City of Milwaukee (HACM) have similar goals for the youth of the Westlawn Choice Neighborhood. These goals are to improve access to high-quality early-childhood education programs and neighborhood schools and to create positive educational outcomes for students so that they are college- and career-ready when they graduate from high school.

Milwaukee Public Schools commits firmly to providing professional staff time from each of the three neighborhood schools in the Westlawn Choice Neighborhood (Browning Elementary, Kilbourn Elementary, and Kluge Elementary) to coordinate efforts with the HACM education specialist to discuss student issues/concerns. The district will also participate as an active member of the education subgroup of the Neighborhood Advisory Committee. We estimate that the time spent on these new activities will average a minimum of three hours per month for each school. The hourly rate is calculated using the district's part-time certificated rate of \$26.33 per hour, and a fringe benefit rate of 53.4%, for a total hourly rate of \$40.39 per hour. Thus, \$40.39/hour, times three hours per month, multiplied by 60 months for the five-year grant period for three schools equals \$21,811 in leveraged resources. The district will also assign a central services administrator to the team to ensure that grant activities support the district's educational and operational goals, and to ensure that grant activities take place on time and on budget.

Milwaukee Public Schools supports the Westlawn Choice Neighborhood Transformation Plan and we believe that it will have a significant impact in transforming the Westlawn Community's housing, people and neighborhood.

Sincerely,

A handwritten signature in black ink, appearing to read 'Darienne B. Driver'.

Darienne B. Driver, Ed.D.
Superintendent of Schools

DBD/MT/tms



January 28, 2015

5460 North 64th Street
Milwaukee, WI 53218

Phone 414.463.7950
Fax 414.463.4858

www.ssnc-milw.org

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EXECUTIVE DIRECTOR

Anthony McHenry



Mayor Tom Barrett
City Hall
200 E. Wells Street | Room 201
Milwaukee, WI 53202

Dear Mayor Barrett,

As the Executive Director of Silver Spring Neighborhood Center (Silver Spring), I am pleased to provide this letter of commitment in support of your FY2015 application to the U.S. Department of Housing and Urban Development for the Choice Neighborhood Implementation funding to transform the Westlawn Housing Development and the surrounding community.

Silver Spring was founded as a "settlement house" in 1958 to serve families living in the Westlawn public housing development and surrounding community. During its 56 year history as a nonprofit organization, it has grown from a 3,000 square foot afterschool program to a 50,000 square foot community center that is committed to strengthening and enriching the community by offering a comprehensive range of health and human services. The Silver Spring model combines prevention focused health and social services, recreation, early childhood education, afterschool education and programming, adult education, employment readiness training and placement, tax preparations, community organizing, emergency services (i.e. food pantry), advocacy and other support services. Today, Silver Spring serves more than 8,000 individuals annually and has partnerships with well over 40 agencies and institutions that bring their expertise and resources to Silver Spring. Below you will find Silver Spring's commitment to new leverage opportunities and existing leverage for the Westlawn Housing Development and the Choice Neighborhood:

New Leverage

Silver Spring firmly commits to providing the following new activities for the current and new residents living in the targeted Westlawn development in support of the "People Component" of the proposed Transformation Plan during the five year grant period:

1. **Child Development:** Silver Spring currently has 82 children enrolled in its Elaine Schreiber Child Development Center (Schreiber Center) program but has the capacity to serve 168. Silver Spring commits to the following: (1) continuing to provide a comprehensive, high quality, results-oriented early childhood education program utilizing best practices during the grant period; (2) partnering with the Housing Authority of the City of Milwaukee (HACM) to fulfill families' current early child development needs prior to and during relocation as well as during post revitalization; (3) performing outreach to and enrolling current and future Westlawn families and other non-public housing families in the revitalized Choice Neighborhood around and including Westlawn and (4) enrolling, tracking and supporting attendance for children 0-5 years old in the Schreiber Center program.

Through this new and expanded program outreach effort, we commit to serve a minimum of 50 additional children from the targeted Westlawn development. The value of this commitment for new activities is \$1,570,000 (about \$6,280 annually per slot for 50 slots set aside for residents of the targeted Westlawn development for five years).

2. **Adult Education Program:** Silver Spring commits to providing enhanced and expanded outreach for our adult education program to the current and new families in the Westlawn development. Silver Spring also commits to working closely with the HACM Case Manager on tracking outcomes for the adult education program. We estimate this commitment for new activities related to expanded outreach will take 5% of the Adult Education Coordinator/Lead Instructor's time for five years, which is calculated to be 5% time per year x \$58,000 (salary + benefits) x 5 years, or \$14,500.
3. **Youth Financial Literacy:** Silver Spring also commits to offering financial literacy training for youth from the targeted Westlawn development by partnering with Assets Builders of America, which will offer trainings and workshops valued at \$3,500 per year for four years (\$3500/year x 4 years) for a total of \$14,000.
4. **Computer Training:** Additionally, Silver Spring will offer new computer literacy programs designed to provide skill-based education for youth in the targeted Westlawn development to enhance employment opportunities upon graduation. This new project will consist of 10% of the Youth Director's time with an estimated value of 10% x \$50,000 (salary + benefits) x 5 years = \$25,000.
5. **Employment Program:** Since 2010, Silver Spring has implemented the Transform Milwaukee Jobs Program (formerly known as the Transitional Jobs Program), which is funded by the State of Wisconsin Department of Children and Families. The average cost per participant in training and wages in the program was \$6,849. On average, about eight participants per year lived in the Choice Neighborhood during the course of the program. Using the existing model from the Transitional Jobs program, the Transform Milwaukee Jobs Program provides job training and to help Milwaukee's hard to employee individuals secure permanent employment at companies in the surrounding area. Silver Spring anticipates serving approximately eight participants per year from the targeted Westlawn Development. This translates to \$273,960 in leveraged funds.
6. **Choice Neighborhood Advisory Committee:** As a key partner and stakeholder, Silver Spring is excited to work collaboratively with the Westlawn Choice Neighborhoods Advisory Committee—both throughout the Choice Neighborhood implementation grant period and beyond. This commitment is valued at \$11,000, which is 2% of the Executive Director's time (salary + benefits) for five years.

Silver Spring commits to providing the above services to Westlawn residents—an estimated \$1,908,460 value over the five year grant period. Additionally, Silver Spring commits \$415,000 in cash payable to HACM over the next five years or \$83,000 per year to provide funding for the Endowment Trust Fund for the Choice Neighborhood. We are particularly interested in improvements that will create new program space for Silver Spring activities and site improvements that will help attract quality businesses to the community.

Existing Leverage

Silver Spring is committed to providing the following existing activities for current and new Westlawn Housing Development residents to support the "people component" of the proposed Transformation Plan during the five year grant period:

1. **GED/Adult Basic Skills:** Silver Spring's Adult Education Program serves about 225 learners per year and offers GED and Adult Basic Skills 25 hours per week. The average cost per student to attend adult education classes is \$605. On average, 40 students who live in the Westlawn development attend adult education classes each year. Silver Spring will continually offer education classes to Westlawn residents. This existing commitment amounts to \$24,200 each year (40 students x \$605/student) and at least \$121,000 over the five year grant period in leveraged funds (\$24,200/year x 5 years).

2. **Celebrating Families:** Silver Spring received a grant from Wisconsin's Department of Health and Human Services Behavioral Health Division to provide an evidence-based program to support families affected by alcohol and drug abuse. The program was funded for \$50,000 for calendar year 2014, and funding is expected to continue for the next five years. About half of the participants will come from the Westlawn development. Therefore, the total commitment from Silver Spring is estimated to be approximately \$125,000 for the five year grant period ($\$50,000 \times 50\%$ participation from Westlawn residents $\times 5$ years).
3. **Youth Social Development Afterschool and Summer Programming:** Since its foundation in 1958, Silver Spring has been serving youth. We offer a wide variety of social development programming, afterschool educational programming, recreational and cultural arts programming, financial literacy, leadership development and sports and competitive elite basketball and track teams for boys and girls. Additionally, we provide a variety of prevention programming, including teen pregnancy, ATODA (Alcohol Tobacco & Other Drug Addiction) prevention, violence prevention and pregnancy prevention. Each year we serve about 3,000 youth are attend these programs. A variety of funding sources and contributors support these programs with \$1,026,358 each year; the average cost per year per youth is \$342. Approximately 1,320 (44%) of the youth who participate in our programs live in the Choice Neighborhood, and 660 from the Westlawn development and an additional 660 from the surrounding neighborhood. This amounts to a total existing leverage related to the targeted Westlawn development of $\$342/\text{youth}/\text{year} \times 660 \text{ youth} \times 5 \text{ years} = \$1,128,600$ and for leverage related to the Choice Neighborhood of $\$342/\text{youth}/\text{year} \times 1,320 \text{ youth} \times 5 \text{ years}$ or $\$2,257,200$. Thus, the total leverage is $\$2,257,200$ for the five year grant period.
4. **Child Development:** Silver Spring currently has 63 children who live in the Choice Neighborhood enrolled full-time in its Elaine Schreiber Child Development Center (Schreiber Center) program, including 34 who are current Westlawn residents. Silver Spring will continue to provide a comprehensive, high quality, results-oriented early childhood education program utilizing best practices during the grant period to an average of 55 existing children from the Choice Neighborhood. The average value of a child care slot is \$6,280 per year. Thus, the total existing leverage for this commitment is equivalent to $\$1,978,200$ for the 5 year period ($\$6,280/\text{slot} \times 63 \text{ slots} \times 5 \text{ years}$ (Westlawn residents = $34 \times \$6,280/\text{slot} \times 5 \text{ years} = \$1,067,600$).
5. **Community Food Bank:** Silver Spring operates a Community Food Bank to supply emergency food to low-income residents who live in three zip codes – 53218, 53209 and 53225. The Food Bank is open four days per week for 2-3 hours per day. It is staffed by a .5FTE Food Bank Coordinator and several subsidized out of school youth workers as well as volunteers. The cost to pay staff who run the Community Food Bank and to cover occupancy expenses is \$22,250 annually ($\$22,250 \text{ total costs per year} \times 20\% \times 5 \text{ years}$) is committed as leverage funds for the Westlawn development residents and an additional \$5,562 ($\$22,250 \text{ total costs per year} \times 5\% \times 5 \text{ years}$) is committed as leveraged funds for the remainder of the Choice Neighborhood.

Thus, Silver Spring firmly commits to providing the above existing services to the residents living in the Choice Neighborhood and estimates the value of these existing services for the five year grant to be \$2,464,450 for Westlawn development residents and \$2,044,762 for the other residents in the Choice Neighborhood or a total of \$4,509,212.

Silver Spring enthusiastically supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will truly have a transformation impact on this community's housing, people and neighborhood.

Sincerely,



Anthony McHenry
Executive Director

Bev Zabler, PhD, RN
Assistant Dean for Practice & Partnerships
Director, Institute for Urban Health Partnerships

Cunningham Hall, 757
P.O. Box 413
Milwaukee, WI
53201-0413
414 229-2683 phone
414 229-6474 fax
www.uwm.edu
zabler@uwm.edu
UPS/FedEx/Courier only:
1921 East Hartford Avenue
Milwaukee, WI 53211

January 20, 2015

Mayor Tom Barrett
City Hall, 200 East Wells Street, Room 201
Milwaukee WI 53202

Dear Mayor Barret:

As the Assistant Dean for Practice and Partnerships and the Director of the University of Wisconsin-Milwaukee (UWM) Institute for Urban Health Partnerships (IUHP), I am pleased to offer support for your 2015 application to the U.S. Department of Housing and Urban Development for Choice Implementation funding to transform the Westlawn neighborhood.

The IUHP provides oversight for the UWM Silver Spring Community Nursing Center (SS CNC), which is located in Westlawn's Silver Spring Neighborhood Center (SSNC). We have partnered with SSNC to collaboratively provide health services to Westlawn and the surrounding community for over 29 years. We appreciate the support of the Housing Authority, City of Milwaukee through those years in the allocation of space within SSNC for: outreach for health promotion programs; our efforts to expand our health services and other related initiatives that address health disparities for the low-income population in Westlawn; and our health care professional students' learning experiences.

New Leverage

The UWM IUHP firmly commits to providing the following newly generated activities in support of the People component of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development (A total of at least \$16,500 new leverage):

1. *The SS CNC staff and nursing students will provide at least two health promotion programs based on the Ryan and Sawin (2009) Individual and Family Self-management Theory focusing on chronic disease primary and secondary prevention each semester on-site at the targeted Westlawn development. Convenient access to health promotion programs may decrease the incidence of chronic diseases or complications from existing chronic diseases. The total new leveraged value for nursing student services is calculated based on the SS CNC staff nurse time supervising the project. The value of the student services is incorporated in the existing leverage calculations. For health promotion programs our customary BSN nurse fee is \$75.00/hour including presentation and preparation time, which averages 4 hours for each presentation, a total of \$300 per presentation. Over 5 years, the total leverage for at least 4 programs per year will be \$6,000.*

2. *SS CNC nursing students will provide at least 6 weeks of ecological model nurse case management services for at least 15 Westlawn residents each year who are suffering from multiple chronic diseases and lacking a health home. Nurse case management improves health outcomes (Bell-Calvin & Zabler, 2010, research poster presentation) SS CNC BSN nurses will supervise the students for a minimum of 4 hours of contact per client at a cost of \$35.00 per hour. Therefore, the total leveraged value over 5 years will be a minimum of \$10,500.*

3. *Leverage of inter-professional healthcare clinical learning opportunities at SS CNC to increase access to comprehensive healthcare for area residents through a UWM health sciences (nursing, allied health, public health, social work...) collaboration that is in process on campus. **The total leveraged value over 5 years cannot be calculated until the planning is completed. (\$0)***

Existing Leverage

The UWM IUHP firmly commits to providing the following existing activities in support of the People component of the proposed Transformation Plan during the 5-year grant period to serve those original or new residents living in the targeted Westlawn housing development:

1. Group prenatal appointments in partnership with Columbia-St. Mary's Family Health obstetric services continue to serve pregnant families of Westlawn and the 53218 zip code. Convenient access to prenatal medical care in conjunction with SS CNC Prenatal Care Coordination nurse services will improve pregnancy and birth outcomes, including infant mortality rates. ***The leverage here is non-tangible– it is improved health care access for the residents through an innovative partnership (\$0). The medical and nursing services are mostly reimbursed through third party payer billing.***

2. SS CNC staff, along with graduate and undergraduate nursing students, provide health promotion education and outreach programs, primary health care, health information and referral services, nurse case management and care coordination for all ages, and the following specific health services:

- a) For Adults: Health Screenings, Physical Exams, Women's Health Exams, Minor Illness Checks, Prenatal Nurse Case Management, and TB Skin Testing;
- b) For Children and Teens: School Physicals, Camp Physicals, Well Child Exams, Hearing & Vision Screening, and Information for Parents.

Outreach for all of these health services will be done throughout the Westlawn Neighborhood. Health promotion and disease prevention increase wellness for a population. Early detection of diseases allows early intervention, which improves disease management and outcomes. ***This leverage is calculated based on the SS CNC staff and their IUHP oversight and support staff salaries and fringe benefits. The value of the student services is based on the number of hours of direct service provided (50% of total clinical experience time on-site) with undergraduate students pay rate as interns and graduate students at a BSN rate. The SS CNC staff is comprised of 1.6 FTE advanced practice nurses (\$162,432), 1.6 FTE BSN nurses (\$101,520), and a .875FTE administrative assistant (\$26,250), totaling approximately \$290,202 annually.***

IUHP oversight and support services are calculated on annual salaries and fringe benefits of IUHP administrators, .125 FTE, (\$19,388) and support staff, .2 FTE, (\$19,740) for a total of \$39,128 annually. About 36 undergraduate students, on-site a total of just over 6,800 hours a year (2,400 direct service hours) with services valued at \$12/hour (= \$40,800/yr), and 12 graduate students, on-site a total of about 2,800 hours (1,400 direct service hours) with services valued at \$25/hour (= \$35,000/yr), provide a total value of \$75,800/year. This total leverage is \$405,130 each year or \$2,025,650 over 5 years.

In anticipation of continued resources for providing these services, the *UWM IUHP* intends to continue, to the best of our abilities, the above existing and new services to the residents of the Westlawn Neighborhood and estimates the value of these services for the five year grant to be \$2,042,150 as calculated above (\$2,025,650 for existing leverage and \$16,500 for newly generated leverage).

The UWM IUHP strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes it will have a significant impact in transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



Bev Zabler, PhD, RN



January 23, 2015

Mayor Tom Barrett
City Hall
200 E. Wells Street, Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

As the Project Director of the Westlawn Partnership for a Healthier Environment, I am pleased to provide this letter of commitment in support of your 2015 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood in Milwaukee.

The Westlawn Partnership for a Healthier Environment is a group of committed individuals from 35 organizations, as well as residents of the Westlawn community, who are working together to improve the environmental health of the Westlawn neighborhood. The Partnership began in 2008 with funding from the U.S. EPA's Community Action for a Renewed Environment program. The City of Milwaukee and the Housing Authority of the City of Milwaukee (HACM) have been key members of the Westlawn Partnership since its inception. Given the high rates of asthma in the Westlawn community, the Westlawn Partnership is focused on improving indoor and outdoor air quality, in order to reduce asthma triggers.

Existing Leverage

The Westlawn Partnership for a Healthier Environment commits to providing the following existing activities in support of the People component of the proposed Transformation Plan during the five-year grant period to serve those original and new residents of Westlawn who are eligible for community and supportive services:

1. Bicycle maintenance repair and training to encourage healthy activity, reduce reliance on cars (to reduce CO2 emissions), and build community: 4 staff @ \$20/hour for 10 hours per month (each) = \$800 x 60 months = \$48,000 + 44% fringe (\$21,120) = \$69,120. Supplies: \$50/month x 60 months = 3,000. Total: \$72,120
2. Implement "Biking for Health: A Pilot Study of a Bicycling Intervention to Improve Physical Activity in Inactive Adults in an Urban Setting" in Westlawn, which is funded at \$50,000 by the Clinical and Translational Science Institute of Southeast Wisconsin, for 2015-2016.
3. "Fight Asthma Milwaukee-Allies Coordinates Asthma Referrals for Education and Services (CARES)" proposal is under consideration for \$450,000 by the Healthier Wisconsin Partnership Program (HWPP), for 2015-2018. This would be implemented in low-income minority communities in Milwaukee, including in Westlawn.

The Westlawn Partnership firmly commits to providing the above services to the residents of the Westlawn Choice Neighborhood and estimates the value of these services for the five year grant to be \$122,120 as calculated above. If the HWPP project is funded, that will be an additional \$450,000 of services that will be provided. Through the utilization of social media and educational videos about environmentally-friendly cleaning practices to improve indoor air quality and reduce asthma triggers in Westlawn homes and local day cares, we have reached over 10,000 people within the Westlawn community and surrounding areas. These activities have and will continue to improve the health and environment of Westlawn residents.

The Westlawn Partnership submits proposals to various funding agencies to support relevant activities on an ongoing basis, and anticipates that additional funds will be secured throughout the Choice Neighborhood funding cycle to improve the health and environment of the Westlawn community.

The Westlawn Partnership for a Healthier Environment strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



Anne Dressel, PhD, CFPH
Project Director
Westlawn Partnership for a Healthier Environment
UWM College of Nursing
PO Box 413
Milwaukee, WI 53201



College of Nursing

January 26, 2015

The Honorable Mayor Tom Barrett
City of Milwaukee - City Hall
200 E. Wells Street, Room 201
Milwaukee, WI 53202

Dear Mayor Barrett:

As Vice President of the Foundation of the Wisconsin Automobile and Truck Dealers Association, I am pleased to provide this letter of commitment in support of your 2014 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood.

The Foundation of WATDA was created in 1992 to assist students in continuing their technical education to establish lifelong careers in Wisconsin's transportation industry. Over the ensuing 20+ years our activities expanded to provide assistance to schools and technical colleges across the state. Milwaukee Pulaski High is one of the very first to enter this program under the AYES National certification banner. It has been a part of this program ever since.

Most recently, we partnered with the Housing Authority, MATC and the Service Corps in the Greenways/GreenSkills program to assist in recruiting and training underserved Milwaukeeans in automotive technology. At its close, this program had attracted 142 students – 114 gained employment in transportation-related fields – 14 received scholarships to continue their education and finally three have advanced in their positions at our Milwaukee area member dealerships.

Leverage

The Foundation of WATDA firmly commits to reprising the following, proven GreenSkills program activities in support of the People component of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development:

1. Scholarship matching grant support including all of the components used successfully in the Greenskills program including qualifications processing, professional interviewing and shared tuition awards – approximately \$2,500 (5 awards of \$500 per year during the period of this grant - to be matched by this grant for a total of 5- \$1,000 awards each year .

2. Professional tool awards this is through our Snap-on student awards program and consists of

The hand tools necessary to enter the transportation service workforce -\$160,000 calculated at up to 10 awards per year over the period of the grant.

Program Fees for Services Under this Grant

1. Embedded tutoring for introductory course students that allows them access to a qualified

Instructor for one-on-one support as needed. Cost: \$3,000 per year.

2. Case management to assist scholarship awardees with technical college entry testing, tuition fulfillment and job placement. Cost: \$1,500 per year.

The Foundation of WATDA firmly commits to providing the above services to the residents of the Westlawn development and estimates the value of these leveraged services for the five year grant to be \$172,500.

The Foundation of WATDA strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



Gary R. Beier
Vice President

ROAD to the FUTURE ESTATE GIFTS

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Greater Milwaukee Foundation
Kenneth & Janet Pike Fund
Ken & Roberta Vance

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Manheim Metro Milwaukee Auto Auction
Moore Oil Company
Snap-on Corporation
Wisconsin Department of Public Instruction
Wis. Masonic Foundation Humphrey Fund

TECH. ED. PARTNERS

Gateway Technical College
Madison Area Technical College
Moraine Park Technical College

CHARTER FOUNDERS

Bob Alexander
Patrick J. Baxter
John F. Bergstrom
Gordie Boucher
Robert W. Braeger
Jerry E. Brickner & Family
Bill Bryden Memorial
Jim Carter
Dan Cloud
Harry J. Dahl Family
Sue & Russ Darrow
Les & Pete Eversole
Emil & Barbara Ewald & Sons
Andy Hall
Jerry & Dorothy Holz & Family
Dave Hults
Glenn L. Humphrey Memorial
Bob & Joan Kolosso & Family
Jon Lancaster
Jim & Sue Lecher Family
Jerry & Donna Long
Lee Markquart
Kathleen K. Palmen

Bob Schlossmann
Ronald C. Thorstad
Ed Van Bostel
Thomas E. Weil
Gary & LuAnn Williams
Bill & Carol Wuesthoff & Family
John Zimbrick

21ST CENTURY FOUNDERS

John S. Amato
Karen & Larry Ayres
Darlene Ballweg
Gordie, Jr. & Jill Boucher
Braeger Family
Brenengen Family
Roger Bryden
Burany Family
Robert Clapper & James Fagan
Robert & Virginia Cornog Foundation
Harry Dahl
Les & Pete Eversole
Excelsior Lodge Charities
Mark & Tracy Fillback & Family
John & Betty Foster & Family
Terry Frankland
David Hobbs Family
Gregory Hobbs
Holiday Automotive Foundation
Mike & Pam Keil
Barbara & William Kolosso
Roger Kriete
Lakeside International Trucks
Jim & Sue Lecher
Jerry & Donna Long
David Lynch Family
William Martin Family
Fred & Beth Mueller
Mark & Patti Olynk
Ron Palmen Family
Glenn Pentler
Janet & Kenneth Pike Family Fund
Todd Reardon
Randy Romanoski
Saul Rosen
John & Paul Schlagenhauf
Melvin Schlesinger Family
Mike Schlossmann
Robert O. Schlytter
Robert Soerens
Walter G. Sommer Family
Robert Sorrentino
Max Stepheson Family
James Tessmer
Bob & Jim Tolkan Family
Dan & Mary Lynn Toycken Family
Vern E. Trecek Family
Ken & Roberta Vance
Gary & LuAnn Williams



WRTP/BIG STEP • 3841 W. Wisconsin Ave., Milwaukee, WI 53208
Office: (414) 342-9787 • Fax: (414) 342-3546 • Website: www.wrtp.org

January 21, 2015

Mayor Tom Barrett
Milwaukee City Hall
200 East Wells Street Room 201
Milwaukee WI 53202

Dear Mayor Barrett:

As President and CEO of Wisconsin Regional Training Partnership/BIG STEP (WRTP/BIG STEP I am pleased to provide this letter of commitment in support of your 2015 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood in Milwaukee.

The **WRTP/BIG STEP** is an innovative and nationally recognized workforce development intermediary. As a nonprofit agency, **WRTP/BIG STEP** has developed comprehensive strategies and programs to prepare and connect unemployed and underserved Milwaukee County residents with family supporting careers in the Manufacturing and Construction industries, as well as emerging sectors of the private and public economy. As an intermediary, **WRTP/BIG STEP** is an integrated funding model leveraging public and private investments and partnerships in meeting the needs of the economy and connecting people with careers.

Working with industry to close the skills gap in workforce development, **WRTP/BIG STEP's Industry led, Worker Centered and Community Focused** approach substantially improves the economic strength of the entire Milwaukee community. As an industry led organization, **WRTP/BIG STEP** works with labor and management to develop training and employment programs that connect Milwaukee County residents to preparation and training opportunities linked to employment and careers. **WRTP/BIG STEP's** programs enhance the competitive position and sustainability of the regional construction and manufacturing industries, as well as the public sector and emerging sectors of the economy. Labor market data and recent news highlight the need to develop a skilled and qualified workforce in a coordinated manner in order to ensure the economic and social viability and vitality of the Milwaukee region.

In partnership with the City of Milwaukee, the Housing Authority of the City of Milwaukee will establish a Section 3 program at Westlawn to train local residents who meet Section 3 guidelines and to require hiring of certain numbers of Section 3 qualified individuals by the general construction contractor and subcontractors. This program is in collaboration with and similar to Wisconsin Housing and Economic Development Authority (WHEDA)'s Workforce Development and Utilization program. As a partner with HACM and WHEDA, **WRTP/BIG STEP** will assist in both training of residents and linking trained residents to contractors.

Page 1 of 2

WRTP/BIG STEP firmly commits to providing the following newly generated activities in support of the People component of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development:

- WRTP/BIG STEP is partnering with the Mayor's Manufacturing Partnership Initiative to train and place individuals from the City of Milwaukee in family supporting career pathways. Through the Center of Excellence, WRTP/BIG STEP will outreach and place 25 qualified individuals on career pathways. We have committed to 20 slots for qualified Westlawn Residents over the five year grant period. We estimate the value of this commitment at \$20,000.

WRTP/BIG STEP firmly commits to providing the following existing activities in support of the People component of the proposed Transformation Plan during the five-year grant period to serve those original or new residents living in the targeted Westlawn housing development:

- Job Training, including apprenticeship readiness training: WRTP/BIG STEP commits to training qualified Westlawn residents they identify as having interest in a construction trades career pathway. These residents will be trained with the goal to link them to a Section 3 construction career path at Westlawn or to another employer in the trades. We have committed to a minimum of 15 training slots for interested and qualified Westlawn residents over the five year grant period. We estimate the value of this commitment as \$75,000 (the average cost of training a WRTP/BIG STEP participant is \$5,000 per person x 15 participants).

Section 3 Assistance: As part of HACM's Section 3 program and WHEDA's Workforce Development and Utilization program, WRTP/BIG STEP commits to assist in linking qualified Westlawn residents who have the skills and interest in specific trades (e.g., carpentry, drywall, masonry, etc.) with contractors for the Westlawn construction. We estimate that our staff will spend 600 hours at Westlawn-specific job fairs and working with employers. This commitment is valued at \$45,000 (600 hours of staff time x \$75/hour salary/benefits/direct costs on average).

WRTP/ BIG STEP firmly commits to providing the above services to the residents of the Westlawn development and estimates the value of these services for the five year grant to be \$140,000 as calculated above (\$120,000 for existing leverage and \$20,000 for newly generated leverage).

WRTP/ BIG STEP strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



Mark Kessenich
President & CEO



January 23, 2015

Mayor Tom Barrett
City Hall
200 East Wells St.
Milwaukee, WI 53202

Dear Mayor Barrett:

As President/CVO of the Wisconsin Women's Business Initiative Corporation (WWBIC), I am pleased to provide this letter of commitment in support of your 2015 application to the U.S. Department of Housing & Urban Development for Choice Neighborhood Implementation funding to transform the Westlawn neighborhood in Milwaukee.

WWBIC is an experienced, long-term partner of the Housing Authority of the City of Milwaukee in our financial capability programming. WWBIC firmly commits to providing the following new activities in support of the People component of the proposed Transformation Plan during the five-year grant period, to serve those original or new residents living in the targeted Westlawn housing development:

1. *Make your Money Talk* Financial Capability

WWBIC initially launched our Financial Capability initiative in response to urgent needs of our clients. In recent years, it has become clear that lack of financial life skills is a major barrier to success for the majority of low-income individuals, and research shows that personal and business finances are inextricably intertwined for small and micro business owners. Today WWBIC's multi-session *Make Your Money Talk* financial empowerment series - which helps individuals and families learn to budget, save, manage credit, and spend wisely - is widely available to HACM residents.

Make Your Money Talk helps clients make long-term changes in their behaviors around budgeting, saving and spending—leading to more a more financially secure future. These changes benefit the entire community.

2. Individual Development Account (IDA) Program Asset-Building Programming

A percentage of *Make Your Money Talk* graduates who income-qualify can then enroll in WWBIC's Individual Development Account (IDA) program, which allows them to save for wealth-building assets: first-time home purchase, starting or expanding a business, or returning to school for post-secondary education. Individuals can also save on behalf of a child or grandchild.

Greater Milwaukee
1533 N. RiverCenter Drive
Milwaukee, WI 53212
Phone: 414.263.5450

South Central
2300 S. Park Street, Suite 103
Madison, WI 53713
Phone: 608.257.5450

Southeast
600 52nd Street, Suite 130
Kenosha, WI 53140
Phone: 262.925.2850

245 Main Street, Suite 102
Racine, WI 53403
Phone 262.898.5000

info@wwbic.com
wwbic.com

IDA Program participants may save up to \$2,000 and receive a \$4,000 match. The resulting \$6,000 in savings may be used asset investment. One-on-one financial educational counseling helps clients create and maintain personal budgets. One dollar of the \$4,000 match comes from the federal Assets for Independence program. WWBIC raises the other dollar privately. In spite of the IDA program's success, it is very difficult to raise the private matching funds. It is an expensive program because of the intense one-on-one time spent with each client over two years. Additional funds must be raised for these program operations.

How the services will help families in the targeted neighborhood

A national evaluation of the IDA program reveals what we at WWBIC already know: low-to-moderate income individuals—frequently the “working poor”—improve their financial situations and even lift themselves from poverty through this program. They build net worth, reduce dependence on credit, improve their credit scores, develop safety reserves, and invest in wealth-building assets they can pass on to their children.

How the programs are funded

All of WWBIC's programming (including *Make Your Money Talk* and the IDA programming) is funded with a mix of public and private funds. These two programs are funded in part by an Assets for Independence Demonstration Grant. The Assets for Independence grant is matched with private funds raised by WWBIC from financial institutions, corporations, foundations, organizations both faith-based and non-faith-based, and individuals.


Dollar value of the service

Financial issues profoundly affect each family member and often hurt performance and attendance of children in school. Families in the Choice neighborhood will have access to WWBIC's many classes on entrepreneurship and small business. If the application is funded, WWBIC firmly commits to providing six multi-session *Make Your Money Talk* financial capability classroom series at the Westlawn development during the next year and six Asset Builders Classes. We project 300 attendees, 225 graduates, 75 projected IDAs to be opened and 25 people to purchase assets. We estimate the value of these services to HACM for the five-year grant to be \$203,042 for newly generated leverage. The \$203,042 breaks down as follows:

Match funds for 75 IDAs (75 x \$2,000 each)	\$150,000.00
Make Your Money Talk Series - 6 x 4 sessions = 24 session @ \$400 per class = \$7,200 x 5 per year	\$ 36,000.00
Wealth Builders Classes – 6 per year @ \$500 per class = \$3,000 x 5 years	\$ 15,000.00
Printing, program materials	\$ 2,042.00
Total	\$203,042.00

WWBIC strongly supports the Westlawn Choice Neighborhood Transformation Plan and believes that it will have a significant impact in truly transforming the Westlawn community's housing, people and neighborhood.

Sincerely,



Wendy K. Baumann
President/CVO

Name:

**Narrative Attachment 58:
Preferred Sustainable Status
Certification**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att58PreferredSustainStatusCert

**U.S. Department of Housing
and Urban Development**

Certification of Consistency with Sustainable Communities Planning and Implementation

I certify that the proposed activities/projects in this application are consistent with the Livability Principles advanced by communities in the FY2010 Sustainable Communities Regional Planning and HUD-DOT Challenge Grants.

(Type or clearly print the following information)

Applicant Name:

Name of the Federal Program to which the applicant is applying:

Name of the Preferred Sustainable Communities Status Community:

I further certify that:

- (1) The applicant is engaged in activities, that in consultation with the designated Point of Contact of the HUD designated Preferred Sustainability Status Communities, further the purposes of the regional planning grant program;
- (2) The applicant's proposed activities either directly reflect the Livability Principles cited and contained in HUD's General Section to the FY2011 NOFAs or will result in the delivery of services that are consistent with the goals of the Livability Principles;
- (3) The applicant has committed to maintain an on-going relationship with the HUD Preferred Sustainability Status Communities for the purposes of being part of the planning and implementation processes in the designated area.

Name of the Official Authorized to Certify the Preferred Sustainable Communities Status meets

the above criteria to receive bonus points:

Title:

Organization:

Signature:

Date
(mm/dd/yyyy)

Name:

**Narrative Attachment 59:
Promise Zones Engagement**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att59PromiseZonesEngagement

N/A

Name:

**Narrative Attachment 60:
Capital Fund Financing Program
(CFFP) Documentation**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att60CapFundFinancingProgDoc

N/A

Name:

**Narrative Attachment 61:
Choice Neighborhoods
Application Certifications**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att61ChoiceNeighAppCert

CHOICE NEIGHBORHOODS APPLICATION CERTIFICATIONS – IMPLEMENTATION GRANTS

The following are certifications to and agreements with the Department of Housing and Urban Development (HUD) required in connection with the Choice Neighborhoods Implementation Grants application and implementation.

1. The public or assisted housing project targeted in this Choice Neighborhoods grant application meets the definition of severe distress in accordance with Section 24(j)(2) of the United States Housing Act of 1937 (“1937 Act”).
2. The Lead Applicant and Co-Applicant (if any) have not received assistance from the Federal government, State, or unit of local government, or any agency or instrumentality, for the specific activities for which funding is requested in the Choice Neighborhoods application.
3. The Lead Applicant and Co-Applicant (if any) do not have any litigation pending which would preclude timely startup of activities.
4. The Lead Applicant and Co-Applicant (if any) are in full compliance with any desegregation or other court order related to Fair Housing (e.g., Title VI of the Civil Rights Act of 1964, the Fair Housing Act, and Section 504 of the Rehabilitation Act of 1973) that affects the Lead Applicant’s and Co-Applicant’s (if any) public or assisted housing program and that is in effect on the date of application submission.
5. The Lead Applicant and Co-Applicant (if any) have returned any excess advances received during development or modernization, or amounts determined by HUD to constitute excess financing based on a HUD-approved Actual Development Cost Certificate (ADCC) or Actual Modernization Cost Certificate (AMCC), or other HUD contracts, or that HUD has approved a pay-back plan.
6. There are no environmental factors, such as sewer moratoriums, precluding development in the requested locality.
7. In accordance with the Flood Disaster Protection Act of 1973 (42 U.S.C. 4001-4128), the property targeted for acquisition or construction (including rehabilitation) is not located in an area identified by the Federal Emergency Management Agency (FEMA) as having special flood hazards, unless:
 - (a) The community in which the area is situated is participating in the National Flood Insurance program (see 44 CFR parts 59 through 79), or less than one year has passed since FEMA notification regarding such hazards; and
 - (b) Where the community is participating in the National Flood Insurance Program, flood insurance is obtained as a condition of execution of a Grant Agreement and approval of any subsequent demolition or disposition application.
8. The application does not target properties in the Coastal Barrier Resources System, in accordance with the Coastal Barrier Resources Act (16 U.S.C. 3501).

If selected for Choice Neighborhoods funding:

9. The Lead Applicant and Co-Applicant (if any) will ensure compliance with all policies, procedures, and requirements, including the Program Requirements provided in the NOFA, Implementation Grants Section, Section III.C.3, prescribed by HUD for the Choice Neighborhoods Program.

10. The Lead Applicant and Co-Applicant (of any), will ensure that Choice Neighborhoods grant activities are implemented in a timely, efficient, and economical manner. The Lead Applicant and Co-Applicant (of any), will ensure that all FY 2013 Choice Neighborhoods grant funds are expended by the statutory deadline. In accordance with 31 U.S.C. § 1552, all FY 2014 Choice Neighborhoods funds expire on September 30, 2021. Any funds that are not expended by that date will be cancelled and recaptured by the Treasury, and thereafter will not be available for obligation or expenditure for any purpose.

11. The Lead Applicant and Co-Applicant (if any) will ensure assistance from the Federal government, State, or unit of local government, or any agency or instrumentality is not received for the specific activities funded by the Choice Neighborhoods grant. The Lead Applicant and Co-Applicant (if any) has established controls to ensure that any activity funded by the Choice Neighborhoods grant is not also funded by any other HUD program, thereby preventing duplicate funding of any activity.

12. The Lead Applicant and Co-Applicant (if any) will ensure that more assistance is not provided to any housing site or neighborhood under the Choice Neighborhoods grant than is necessary to provide affordable housing and neighborhood transformation after taking into account other governmental assistance provided.

13. The Lead Applicant and Co-Applicant (if any) will ensure that the aggregate amount of the Choice Neighborhoods grant is supplemented with funds from sources other than Choice Neighborhoods in an amount not less than 5 percent of the amount of the Choice Neighborhoods grant in accordance with Section III.B of the Implementation Grants NOFA.

14. In addition to supplemental amounts provided in accordance with Certification 13 above, if the Lead Applicant and Co-Applicant (if any) use more than 5 percent of the Choice Neighborhoods grant for the supportive services component, they will ensure that supplemental funds are provided from sources other than Choice Neighborhoods, dollar for dollar, for the amount over 5 percent of the grant used for the supportive services component. No more than 15 percent of grant funds may be used for supportive services, as defined in the NOFA.

15. The Lead Applicant and Co-Applicant (if any) will ensure that no more than 15 percent of funds will be used for Critical Community Improvements, as defined in section I.C of the NOFA.

16. The Lead Applicant and Co-Applicant (if any) will ensure compliance with:

- (a) The Fair Housing Act (42 U.S.C. 3601-19) and regulations at 24 CFR part 100;
- (b) The prohibitions against discrimination on the basis of disability under Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794) and regulations at 24 CFR part 8);
- (c) Title II of the Americans with Disabilities Act (42 U.S.C 12101 et seq.) and its implementing regulations at 28 CFR part 36;
- (d) The Architectural Barriers Act of 1968, as amended (42 U.S.C. 4151) and regulations at 24 CFR part 40).

17. The Lead Applicant and Co-Applicant (if any) will ensure compliance with all Choice Neighborhoods requirements for reporting, providing access to records, and evaluation.

Lead Applicant: City of Milwaukee

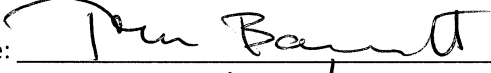
Co-Applicant (if any): Housing Authority of the City of Milwaukee

Name of Targeted Public and/or Assisted Housing Site(s):
Westlawn Housing Development

I approve the submission of the Choice Neighborhoods application of which this document is a part and make the above certifications to and agreements with the Department of Housing and Urban Development (HUD) in connection with the application and implementation thereof:

Name of Lead Applicant's Executive Officer: Mayor Tom Barrett


Title: Mayor

Signature: 

Date: 1/15/2015

Name of Co-Applicant's (if any) Executive Officer: Tony Perez

Title: Secretary-Executive Director

Signature: 

Date: 1/15/2015

The following signature is applicable if the Lead Applicant or Co-Applicant is a Public Housing Authority.

Acting on behalf of the Board of Commissioners of the Housing Authority listed below, as its Chairman, I approve the submission of the Choice Neighborhoods application of which this document is a part and make the above certifications to and agreements with the Department of Housing and Urban Development (HUD) in connection with the application and implementation thereof:

Certified By: Board Chairman's Name: Mark Wagner

Board Chairman's Signature: 

Date: 1/16/15

Warning: HUD will prosecute false claims and statements. Conviction may result in the imposition of criminal and civil penalties. (18 U.S.C. 1001, 1010, 1012, 32 U.S.C. 3729, 3802)

Name:

**Narrative Attachment 62:
Housing Choice Voucher
Application**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att62HsgChoiceVoucherApp



HOUSING AUTHORITY OF THE
CITY OF MILWAUKEE

Tom Barrett
Mayor

Antonio M. Perez
Secretary-Executive Director

Board of Commissioners

February 4, 2015

Mr. John Finger
Public Housing Division, 5.8PH
U.S. Department of Housing and Urban Development
310 West Wisconsin Avenue
Suite 1380
Milwaukee, Wisconsin 53203

Dear Mr. Finger:

Enclosed are two HUD Forms 52515, for 2016 and 2017, and the supporting documentation for 382 tenant protection vouchers (339 for 2016; 43 for 2017) associated with our Choice Neighborhoods Implementation grant application for Westlawn. Pursuant to the FY 2014/2015 NOFA for the Choice Neighborhoods Initiative Implementation grant application and PIH Notice 2007-10, we are submitting this request to you.

1. Name of project: Westlawn, WI002000070
2. Number of occupied units: 382
3. Number of demolition/disposition vouchers requested: 382, pending receipt of a Choice Neighborhoods Initiative Implementation award
4. Funding eligibility category: Choice Neighborhoods Initiative Implementation Grant, pending receipt of an award
5. Narrative: No other such funding provided for Westlawn West. There is currently \$273,767.00 of housing assistance payment funds in HACM's undesignated fund balance.

If you would like any additional information, please contact Ms. Bobbi Marsells at 286-2920.

Sincerely,

Antonio M. Pérez
Secretary-Executive Director

Enclosure

Housing Management
809 N. Broadway, 3rd Floor
Milwaukee, WI 53202
(414) 286-5824 Voice
(414) 286-0833 Fax

Community Services
650 W. Reservoir Ave.
Milwaukee, WI 53212
(414) 286-5100 Voice
(414) 286-3169 Fax
(414) 286-3504 TDD

Housing Operations
5125 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-2192 Voice
(414) 286-8742 Fax

Maintenance Operations
2411 N. 51st St.
Milwaukee, WI 53210
(414) 286-2931 Voice
(414) 286-0208 Fax

Modernization & Development
5125 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-2951 Voice
(414) 286-8742 Fax

Rent Assistance
5011 W. Lisbon Ave.
Milwaukee, WI 53210
(414) 286-5650 Voice
(414) 286-5094 Fax
(414) 286-5645 TDD



LEASING SCHEDULE
FOR 382 TENANT PROTECTION VOUCHERS
TO SUPPORT THE WESTLAWN TRANSFORMATION PLAN

The relocation of tenants from Westlawn West will occur between January 2016 and March 2017:

2016:					
1 st Quarter:	2 nd Quarter:	3 rd Quarter:	4 th Quarter:	Total 2016:	
24	114	135	66	339	

2017:			
1 st Quarter:	Total 2017:	Total:	
43	43	382	

The Housing Authority will submit the appropriate documentation for demolition/disposition for Westlawn if the FY 2014/2015 Choice Neighborhoods Initiative Implementation Grant is selected for funding.

Funding Application

**U.S. Department of Housing
and Urban Development**
Office of Public and Indian Housing

OMB Approval No. 2577-0169
(exp.9/30/2010)

Section 8 Tenant-Based Assistance
Rental Certificate Program
Rental Voucher Program

Send the original and two copies of this application form and attachments to the local HUD Field Office

Public reporting burden for this collection of information is estimated to average 1 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number.

Eligible applicants (HAs) must submit this information when applying for grant funding for tenant-based housing assistance programs under Section 8 of the U.S. Housing Act of 1937 (42 U.S.C. 1437f). HUD will use the information to evaluate an application based on selection criteria stated in the Notice of Funding Availability (NOFA). HUD will notify the HA of its approval/disapproval of the funding application. Responses are required to obtain a benefit from the Federal Government. The information requested does not lend itself to confidentiality.

Name and Mailing Address of the Housing Agency (HA) requesting housing assistance payments

Application/Project No. (HUD use only)

Do you have an ACC with HUD	No	Yes	Date of Application	Legal Area of Operation (area in which the HA has authority under State and local law to administer the program)
for Section 8 Certificates?	<input type="checkbox"/>	<input type="checkbox"/>		
for Section 8 Vouchers?	<input type="checkbox"/>	<input type="checkbox"/>		

A. Area(s) From Which Families To Be Assisted Will Be Drawn.

Locality (city, town, etc.)	County	Congressional District	Units

B. Proposed Assisted Dwelling Units.

(Complete this section based on the unit sizes of the applicants at the top of the waiting list)

Number of Dwelling Units by Bedroom Size

	0-BR	1-BR	2-BR	3-BR	4-BR	5-BR	6+BR	Total Dwelling Units
Certificates								
Vouchers								

C. Average Monthly Adjusted Income. Complete this section based on actual incomes of current participants by unit size. Enter average monthly adjusted income for each program separately and only for the unit sizes requested in Section B.

	0-BR	1-BR	2-BR	3-BR	4-BR	5-BR	6+BR
Certificates	\$	\$	\$	\$	\$	\$	\$
Vouchers	\$	\$	\$	\$	\$	\$	\$

D. Need for Housing Assistance. Demonstrate that the project requested in this application is responsive to the condition of the housing stock in the community and the housing assistance needs of low-income families residing in or expected to reside in the community. (If additional space is needed, add separate pages.)

E. Housing Quality Standards (HQS). (Check applicable box)

HUD's HQS will be used with no modifications Attached for HUD approval are HQS acceptability criteria variations

F. New HA Information. Complete this section if HA currently does not administer a tenant-based certificate or voucher program.

Financial and Administrative Capability. Describe the experience of the HA in administering housing or other programs and provide any other relevant information which evidences present or potential management capability for the proposed rental assistance program. Submit this narrative on a separate page.

Qualification as an HA. Demonstrate that the applicant qualifies as an HA and is legally qualified and authorized to administer the funds applied for in this application. Submit the relevant enabling legislation and a supporting legal opinion.

Note: If this application is approved, the HA must submit for HUD approval a utility allowance schedule and budget documents.

G. Certifications. The following certifications are incorporated as a part of this application form. The signature on the last page of this application of the HA representative authorized to sign the application signifies compliance with the terms of these certifications.

Equal Opportunity Certification

The Housing Agency (HA) certifies that:

(1) The HA will comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d) and regulations issued pursuant thereto (24 CFR Part 1) which state that no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the applicant receives financial assistance; and will take any measures necessary to effectuate this agreement.

(2) The HA will comply with the Fair Housing Act (42 U.S.C. 3601-19) and regulations issued pursuant thereto (24 CFR Part 100) which prohibit discrimination in housing on the basis of race, color, religion, sex, handicap, familial status, or national origin, and administer its programs and activities relating to housing in a manner to affirmatively further fair housing.

(3) The HA will comply with Executive Order 11063 on Equal Opportunity in Housing which prohibits discrimination because of race, color, creed, or national origin in housing and related facilities provided with Federal financial assistance and HUD regulations (24 CFR Part 107).

(4) The HA will comply with Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794) and regulations issued pursuant thereto (24 CFR Part 8) which state that no otherwise qualified individual with handicaps in the United States shall solely by reason of the handicap be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

(5) The HA will comply with the provisions of the Age Discrimination Act of 1975 (42 U.S.C. 6101-07) and regulations issued pursuant thereto (24 CFR Part 146) which state that no person in the United States shall on the basis of age be excluded from participation in, be denied the benefits of, or be subjected to discrimination under a program or activity receiving Federal financial assistance.

(6) The Housing Agency will comply with the provisions of Title II of the Americans with Disabilities Act (42 U.S.C. 12131) and regulations issued pursuant thereto (28 CFR Part 35) which state that subject to the provisions of Title II, no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs or activities of a public entity, or be subjected to discrimination by any such entity.

The following provisions apply only to housing assisted with Project-Based Certificates:

(7) The HA will comply with Executive Order 11246 and all regulations pursuant thereto (41 CFR Chapter 60-1) which state that no person shall be discriminated against on the basis of race, color, religion, sex or national origin in all phases of employment during the performance of Federal contracts and shall take affirmative action to ensure equal employment opportunity.

(8) The HA will comply with Section 3 of the Housing and Urban Development Act of 1968, as amended (12 U.S.C. 1701u) and regulations issued pursuant thereto (24 CFR Part 135), which require that, to the greatest extent feasible, opportunities for training and employment be given to low-income persons residing within the unit of local government for metropolitan area (or non-metropolitan county) in which the project is located.

Certification Regarding Lobbying

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Certification Regarding Drug-Free Workplace Requirements

Instructions for Drug-Free Workplace Requirements Certification:

1. By signing and/or submitting this application or grant agreement, the grantee is providing the certification set out below.
2. The certification set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. If it is later determined that the grantee knowingly rendered a false certification, or otherwise violates the requirements of the Drug-Free Workplace Act, the agency, in addition to any other remedies available to the Federal Government, may take action authorized under the Drug-Free Workplace Act.
3. Workplaces under grants, for grantees other than individuals, need not be identified on the certification. If known, they may be identified in the grant application. If the grantee does not identify the workplaces at the time of application, or upon award, if there is no application, the grantee must keep the identity of the workplace(s) on file in its office and make the information available for Federal inspection. Failure to identify all known workplaces constitutes a violation of the grantee's drug-free workplace requirements.
4. Workplace identifications must include the actual address of buildings (or parts of buildings) or other sites where work under the grant takes place. Categorical descriptions may be used (e.g., all vehicles of a mass transit authority or State highway department while in operation, State employees in each local unemployment office, performers in concert halls or radio studios).
5. If the workplace identified to the agency changes during the performance of the grant, the grantee shall inform the agency of the change(s), if it previously identified the workplaces in question (see paragraph three).
6. Definitions of terms in the Nonprocurement Suspension and Debarment common rule and Drug-Free Workplace common rule apply to this certification. Grantees' attention is called, in particular, to the following definitions from these rules:

Controlled substance means a controlled substance in Schedules I through V of the Controlled Substances Act (21 U.S.C. 812) and as further defined by regulation (21 CFR 1308.11 through 1308.15);

Conviction means a finding of guilt (including a plea of nolo contendere) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the Federal or State criminal drug statutes;

Criminal drug statute means a Federal or non-Federal criminal statute involving the manufacture, distribution, dispensing, use, or possession of any controlled substance;

Employee means the employee of a grantee directly engaged in the performance of work under a grant, including: (i) All *direct charge* employees; (ii) All *indirect charge* employees unless their impact or involvement is insignificant to the performance of the grant; and, (iii) Temporary personnel and consultants who are directly engaged in the performance of work under the grant and who are on the grantee's payroll. This definition does not include workers not on the payroll of the grantee (e.g., volunteers, even if used to meet a matching requirement; consultants or independent contractors not on the grantee's payroll; or employees or subrecipients or subcontractors in covered workplaces).

A. The grantee certifies that it will or will continue to provide a drug-free workplace by:

- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
- (b) Establishing an ongoing drug-free awareness program to inform employees about:
 - (1) The dangers of drug abuse in the workplace;
 - (2) The grantee's policy of maintaining a drug-free workplace;
 - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
- (c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
- (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will:
 - (1) Abide by the terms of the statement; and
 - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

(e) Notifying the agency in writing, within ten calendar days after receiving notice under paragraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

(f) Taking one of the following actions, within 30 calendar days of receiving notice under paragraph (d)(2), with respect to any employee who is so convicted:

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

(g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e) and (f).

B. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Place of Performance (Street address, city, county, State, zip code)

Housing Authority City of Milwaukee-Rent Assistance Program
5011 W Lisbon Avenue
Milwaukee, WI 53210

Check if there are workplaces on file that are not identified here.

Housing Agency Signature

Signature of HA Representative



Print or Type Name of Signatory

ANTONIO PEREZ

Phone No.

414.286.5670

Date

02/09/2015

Funding Application

Section 8 Tenant-Based Assistance
Rental Certificate Program
Rental Voucher Program

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing

OMB Approval No. 2577-0169
(exp.9/30/2010)

Send the original and two copies of this application form and attachments to the local HUD Field Office

Public reporting burden for this collection of information is estimated to average 1 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number.

Eligible applicants (HAs) must submit this information when applying for grant funding for tenant-based housing assistance programs under Section 8 of the U.S. Housing Act of 1937 (42 U.S.C. 1437f). HUD will use the information to evaluate an application based on selection criteria stated in the Notice of Funding Availability (NOFA). HUD will notify the HA of its approval/disapproval of the funding application. Responses are required to obtain a benefit from the Federal Government. The information requested does not lend itself to confidentiality.

Name and Mailing Address of the Housing Agency (HA) requesting housing assistance payments

Housing Authority City of Milwaukee
809 N BROADWAY
MILWAUKEE, WI 53202

Application/Project No. (HUD use only)

Do you have an ACC with HUD	No	Yes	Date of Application	Legal Area of Operation (area in which the HA has authority under State and local law to administer the program)
for Section 8 Certificates?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	02/09/2015	CITY OF MILWAUKEE
for Section 8 Vouchers?	<input type="checkbox"/>	<input checked="" type="checkbox"/>		

A. Area(s) From Which Families To Be Assisted Will Be Drawn.

Locality (city, town, etc.)	County	Congressional District	Units

B. Proposed Assisted Dwelling Units. (Complete this section based on the unit sizes of the applicants at the top of the waiting list)	Number of Dwelling Units by Bedroom Size							Total Dwelling Units
	0-BR	1-BR	2-BR	3-BR	4-BR	5-BR	6+BR	
Certificates								
Vouchers		2	10	25	6			43

C. Average Monthly Adjusted Income. Complete this section based on actual incomes of current participants by unit size. Enter average monthly adjusted income for each program separately and only for the unit sizes requested in Section B.

	0-BR	1-BR	2-BR	3-BR	4-BR	5-BR	6+BR
Certificates	\$	\$	\$	\$	\$	\$	\$
Vouchers	\$	\$ 886	\$ 1087	\$ 1305	\$ 1434	\$	\$

D. Need for Housing Assistance. Demonstrate that the project requested in this application is responsive to the condition of the housing stock in the community and the housing assistance needs of low-income families residing in or expected to reside in the community. (If additional space is needed, add separate pages.)

The City of Milwaukee Housing Authority is requesting 43 Tenant Protection Vouchers to assist tenants relocating from Westlawn Housing Development through the Choice Neighborhoods Grant initiative. These vouchers will assist in placing the current housing residents in decent, safe and sanitary housing in conjunction with the Westlawn Redevelopment Plan. This relocation will revitalize the Westlawn community and allow it to undergo a major transformation to redevelop the neighborhood. The regeneration of this distressed housing development will cultivate a positive over-all economic growth of the area and surrounding vicinity.

E. Housing Quality Standards (HQS). (Check applicable box)

HUD's HQS will be used with no modifications Attached for HUD approval are HQS acceptability criteria variations

F. New HA Information. Complete this section if HA currently does not administer a tenant-based certificate or voucher program.

Financial and Administrative Capability. Describe the experience of the HA in administering housing or other programs and provide any other relevant information which evidences present or potential management capability for the proposed rental assistance program. Submit this narrative on a separate page.

Qualification as an HA. Demonstrate that the applicant qualifies as an HA and is legally qualified and authorized to administer the funds applied for in this application. Submit the relevant enabling legislation and a supporting legal opinion.

Note: If this application is approved, the HA must submit for HUD approval a utility allowance schedule and budget documents.

G. Certifications. The following certifications are incorporated as a part of this application form. The signature on the last page of this application of the HA representative authorized to sign the application signifies compliance with the terms of these certifications.

Equal Opportunity Certification

The Housing Agency (HA) certifies that:

- (1) The HA will comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d) and regulations issued pursuant thereto (24 CFR Part 1) which state that no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the applicant receives financial assistance; and will take any measures necessary to effectuate this agreement.
- (2) The HA will comply with the Fair Housing Act (42 U.S.C. 3601-19) and regulations issued pursuant thereto (24 CFR Part 100) which prohibit discrimination in housing on the basis of race, color, religion, sex, handicap, familial status, or national origin, and administer its programs and activities relating to housing in a manner to affirmatively further fair housing.
- (3) The HA will comply with Executive Order 11063 on Equal Opportunity in Housing which prohibits discrimination because of race, color, creed, or national origin in housing and related facilities provided with Federal financial assistance and HUD regulations (24 CFR Part 107).
- (4) The HA will comply with Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794) and regulations issued pursuant thereto (24 CFR Part 8) which state that no otherwise qualified individual with handicaps in the United States shall solely by reason of the handicap be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.
- (5) The HA will comply with the provisions of the Age Discrimination Act of 1975 (42 U.S.C. 6101-07) and regulations issued pursuant thereto (24 CFR Part 146) which state that no person in the United States shall on the basis of age be excluded from participation in, be denied the benefits of, or be subjected to discrimination under a program or activity receiving Federal financial assistance.
- (6) The Housing Agency will comply with the provisions of Title II of the Americans with Disabilities Act (42 U.S.C. 12131) and regulations issued pursuant thereto (28 CFR Part 35) which state that subject to the provisions of Title II, no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs or activities of a public entity, or be subjected to discrimination by any such entity.

The following provisions apply only to housing assisted with Project-Based Certificates:

- (7) The HA will comply with Executive Order 11246 and all regulations pursuant thereto (41 CFR Chapter 60-1) which state that no person shall be discriminated against on the basis of race, color, religion, sex or national origin in all phases of employment during the performance of Federal contracts and shall take affirmative action to ensure equal employment opportunity.
- (8) The HA will comply with Section 3 of the Housing and Urban Development Act of 1968, as amended (12 U.S.C. 1701u) and regulations issued pursuant thereto (24 CFR Part 135), which require that, to the greatest extent feasible, opportunities for training and employment be given to low-income persons residing within the unit of local government for metropolitan area (or non-metropolitan county) in which the project is located.

Certification Regarding Lobbying

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(c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);

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(g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e) and (f).

B. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Place of Performance (Street address, city, county, State, zip code)

Housing Authority City of Milwaukee-Rent Assistance Program
5011 W Lisbon Avenue
Milwaukee, WI 53210

Check if there are workplaces on file that are not identified here.

Housing Agency Signature

Signature of HA Representative



Print or Type Name of Signatory

ANTONIO PEREZ

Phone No.

414.286.5670

Date

02/09/2015