

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: Darienne 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: WI002000070
 "old" Project Number: WI002000002

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;

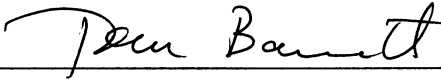
(3) The Choice Neighborhoods Implementation grant application submitted by the Housing Authority to HUD.

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.

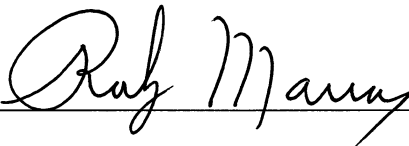
15.3 - Governing Law. Wisconsin state law shall govern the application, construction and enforcement of the Certification.

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: 

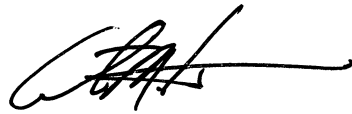
Mayor Tom Barrett
City of Milwaukee

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.

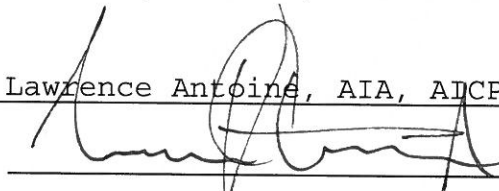
Check one:

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.

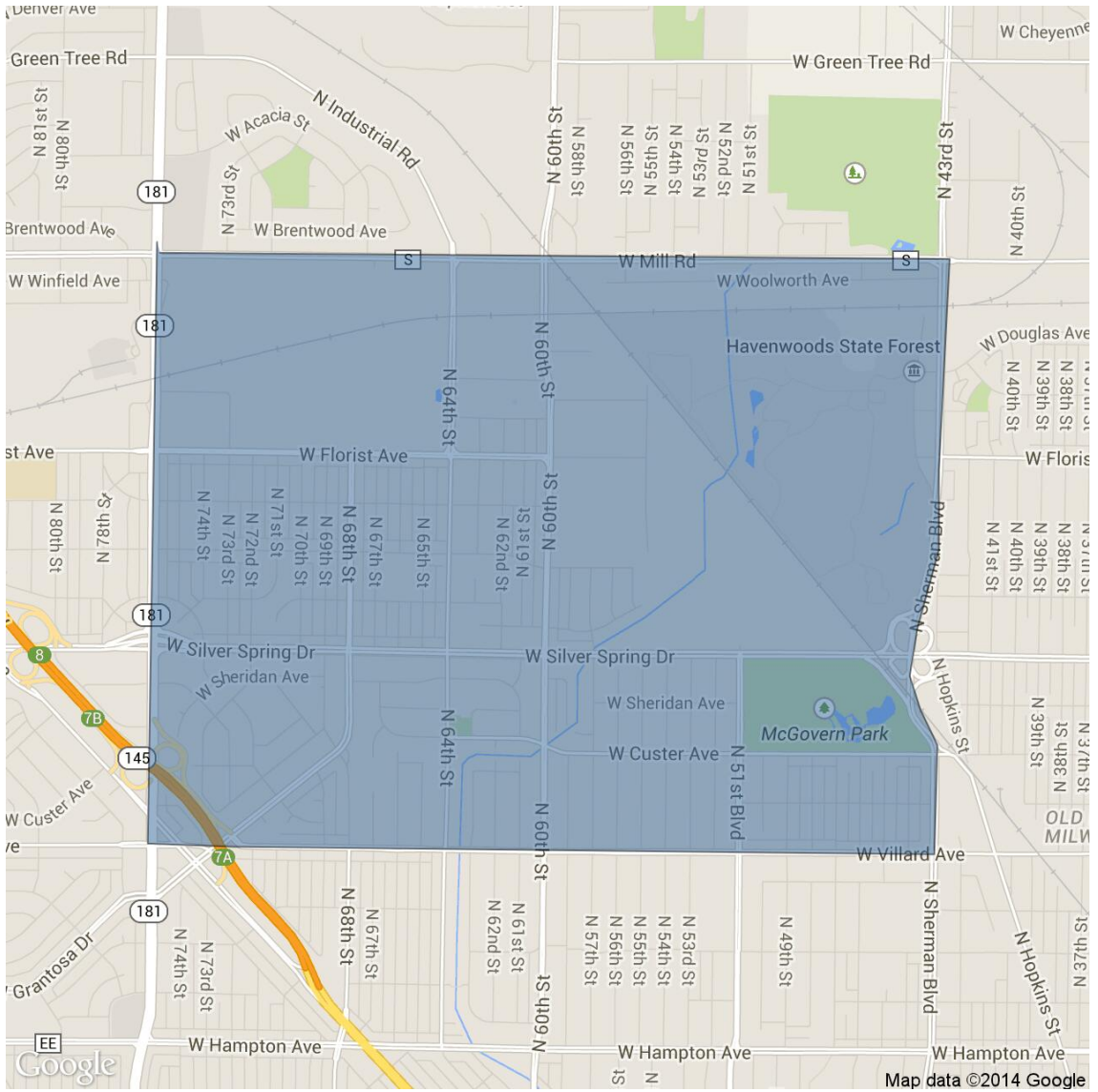
Using the ACS data, HUD calculates the vacancy rate as the percent of housing units that are "other" vacant. These are units not for sale, for rent or vacant for seasonal or migrant housing. This is considered another proxy for long-term vacant housing.

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:

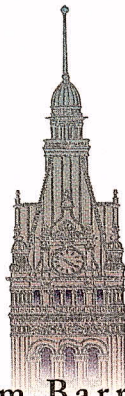
**Narrative Attachment 13:
Local Government Support**

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

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

WISCONSIN

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).

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	Page 42	0	0	0	0	0

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:

- 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.

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 GOVT	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:

- 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- 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:

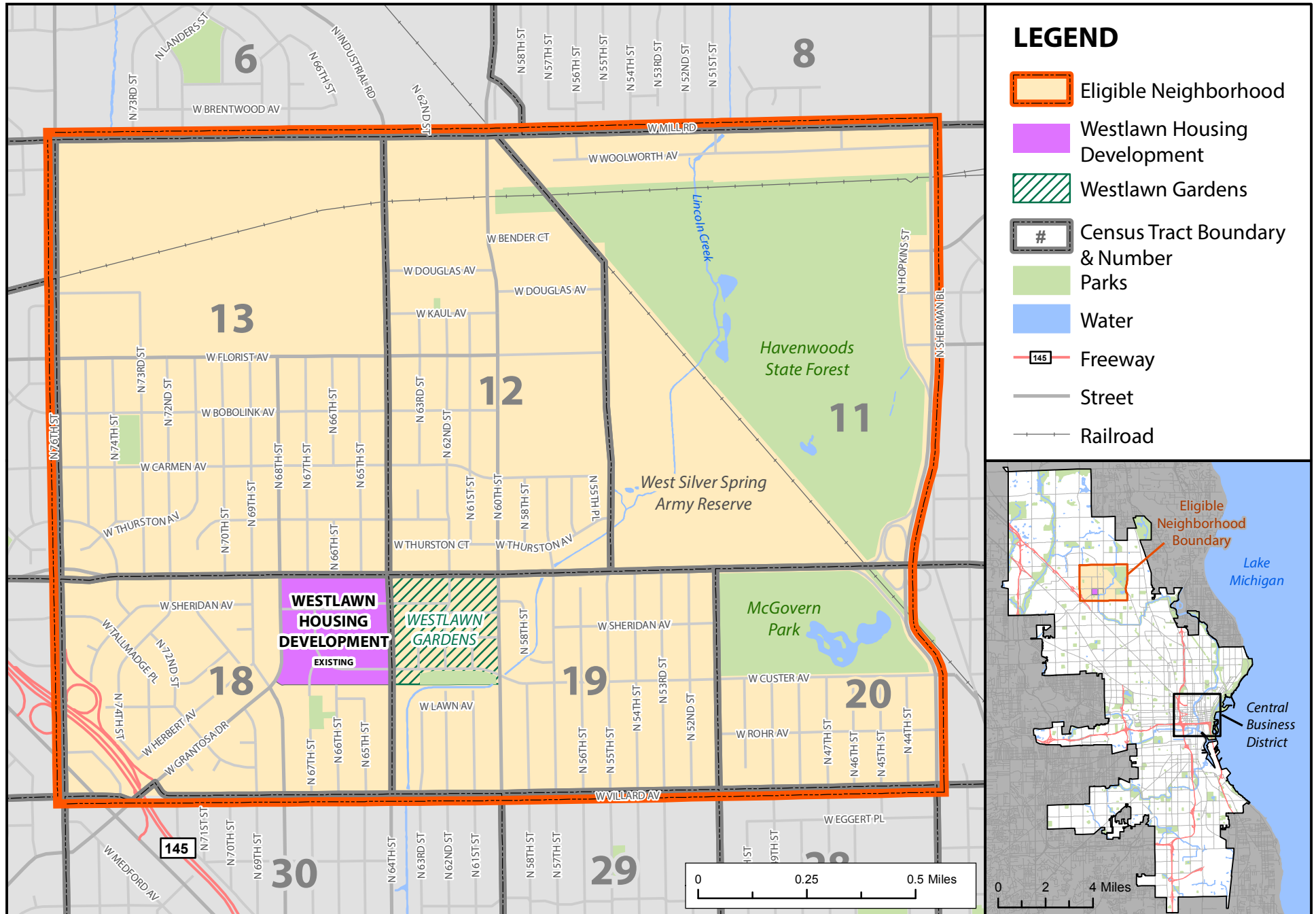
**Narrative Attachment 21:
City and Neighborhood Maps**

Name of Lead Applicant:

City of Milwaukee

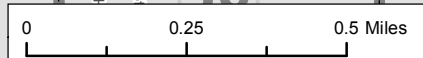
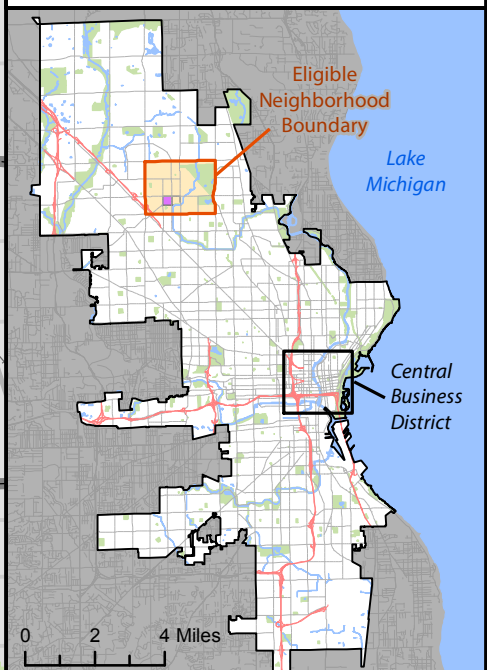
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Att21CityAndNeighborhoodMaps

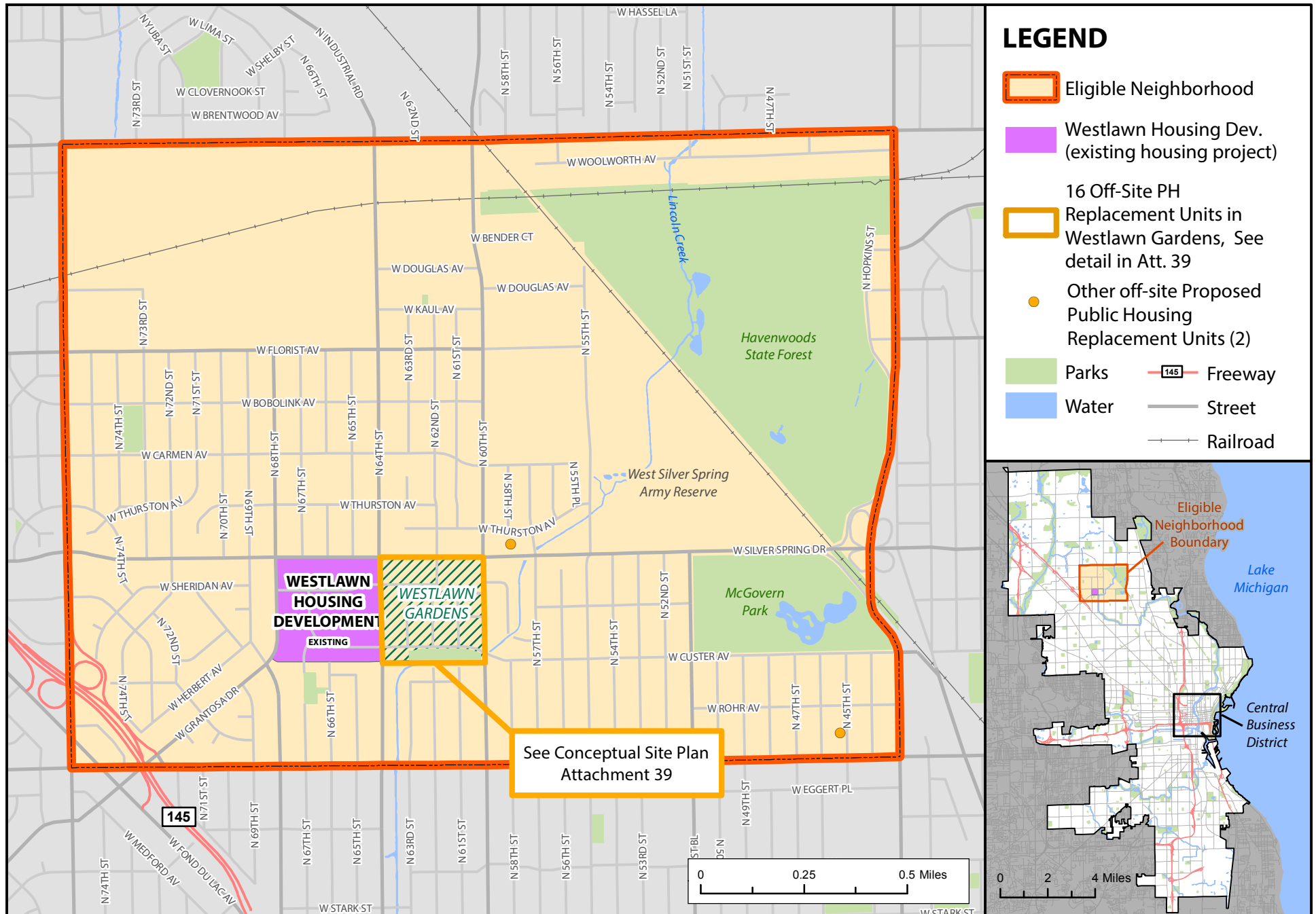


LEGEND










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

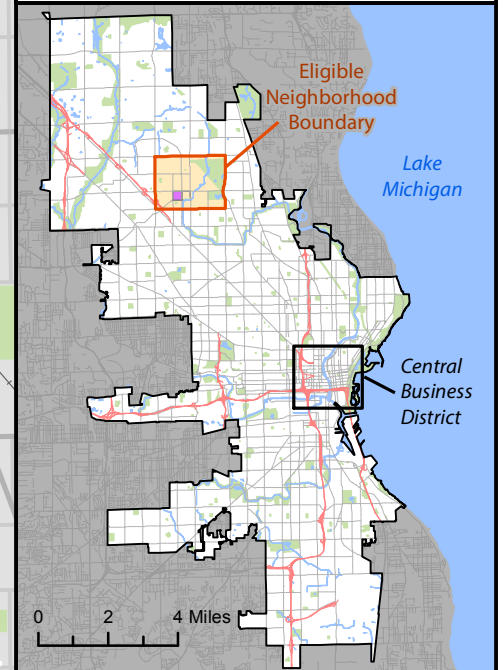


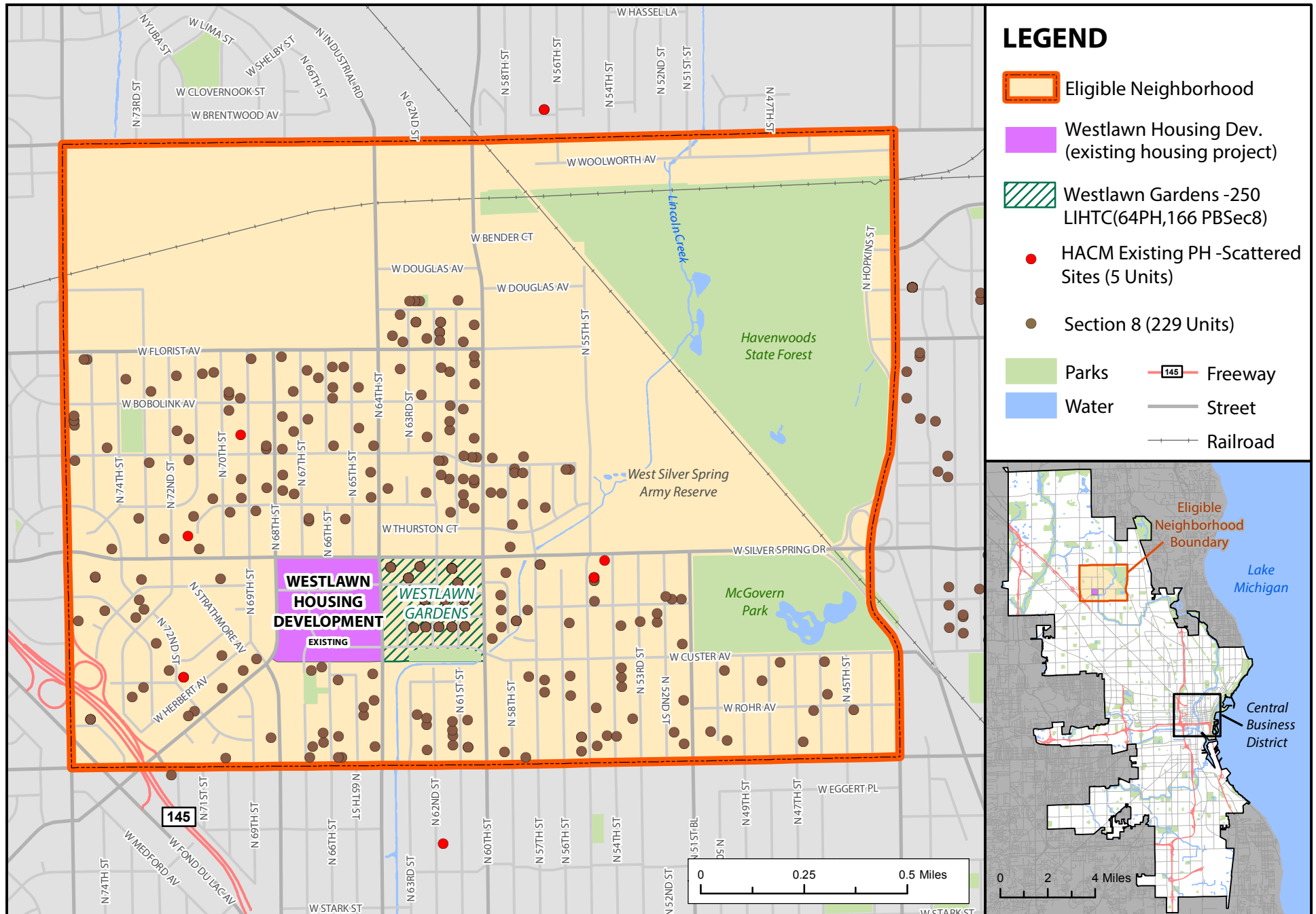
CITY AND NEIGHBORHOOD MAPS | OFF-SITE PROPERTIES













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
-  Freeway
-  Street
-  Railroad

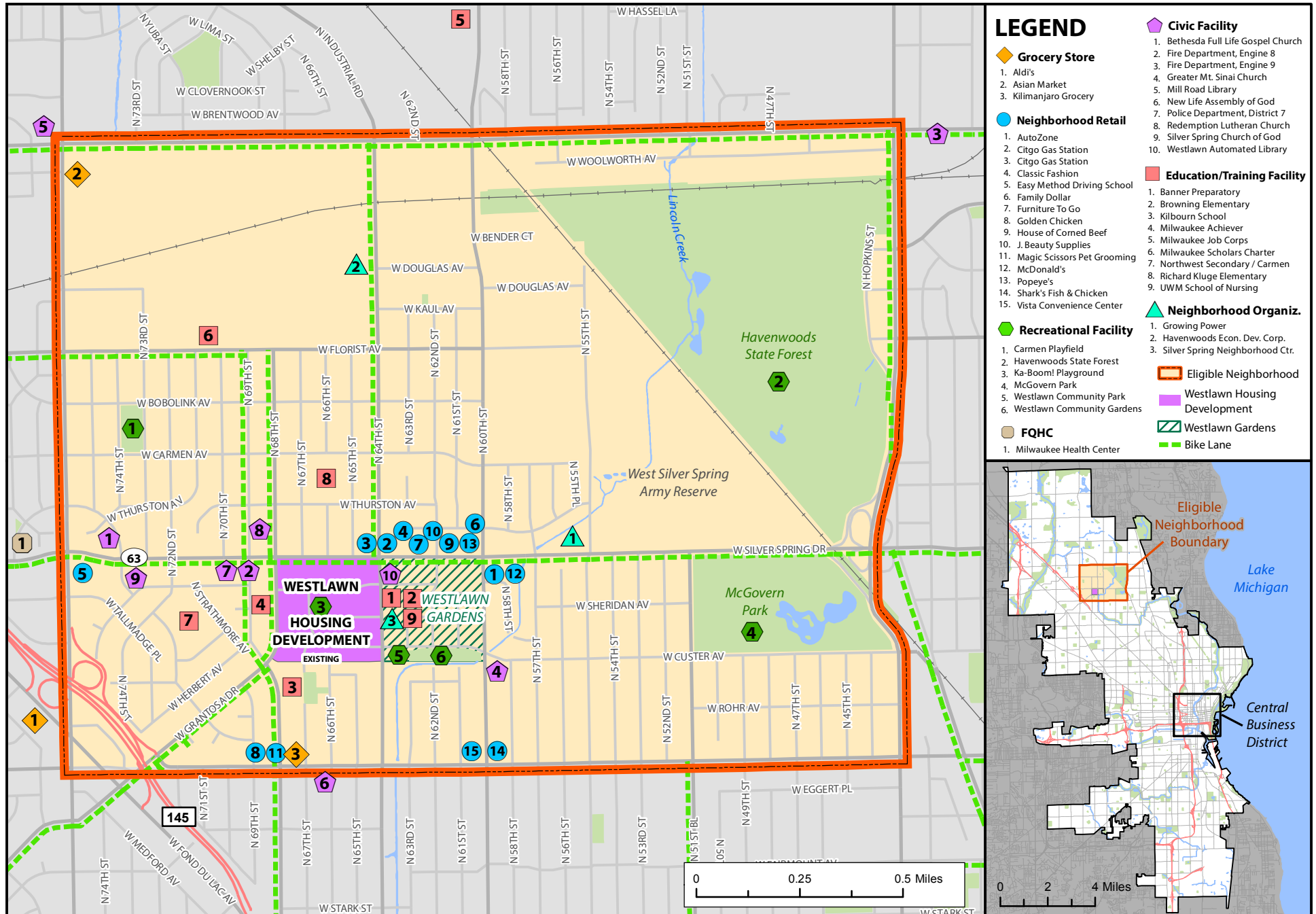




LEGEND

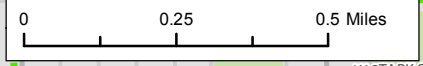
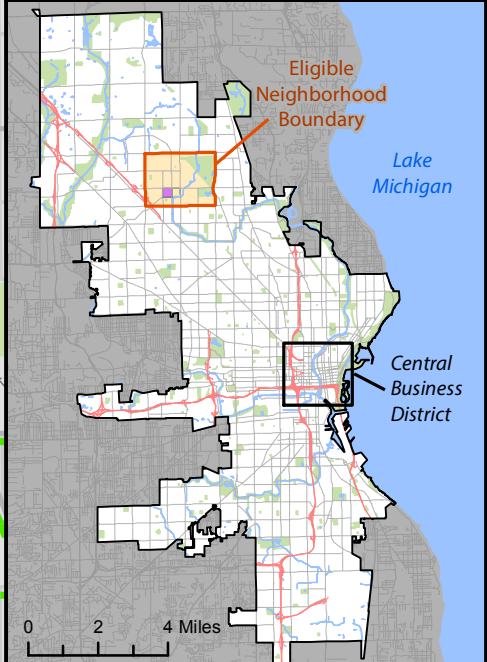
-  Eligible Neighborhood
-  Westlawn Housing Dev. (existing housing project)
-  Westlawn Gardens -250 LIHTC(64PH,166 PBSec8)
-  HACM Existing PH -Scattered Sites (5 Units)
-  Section 8 (229 Units)
-  Parks
-  Water
-  Freeway
-  Street
-  Railroad

CITY AND NEIGHBORHOOD MAPS | NEIGHBORHOOD ASSETS

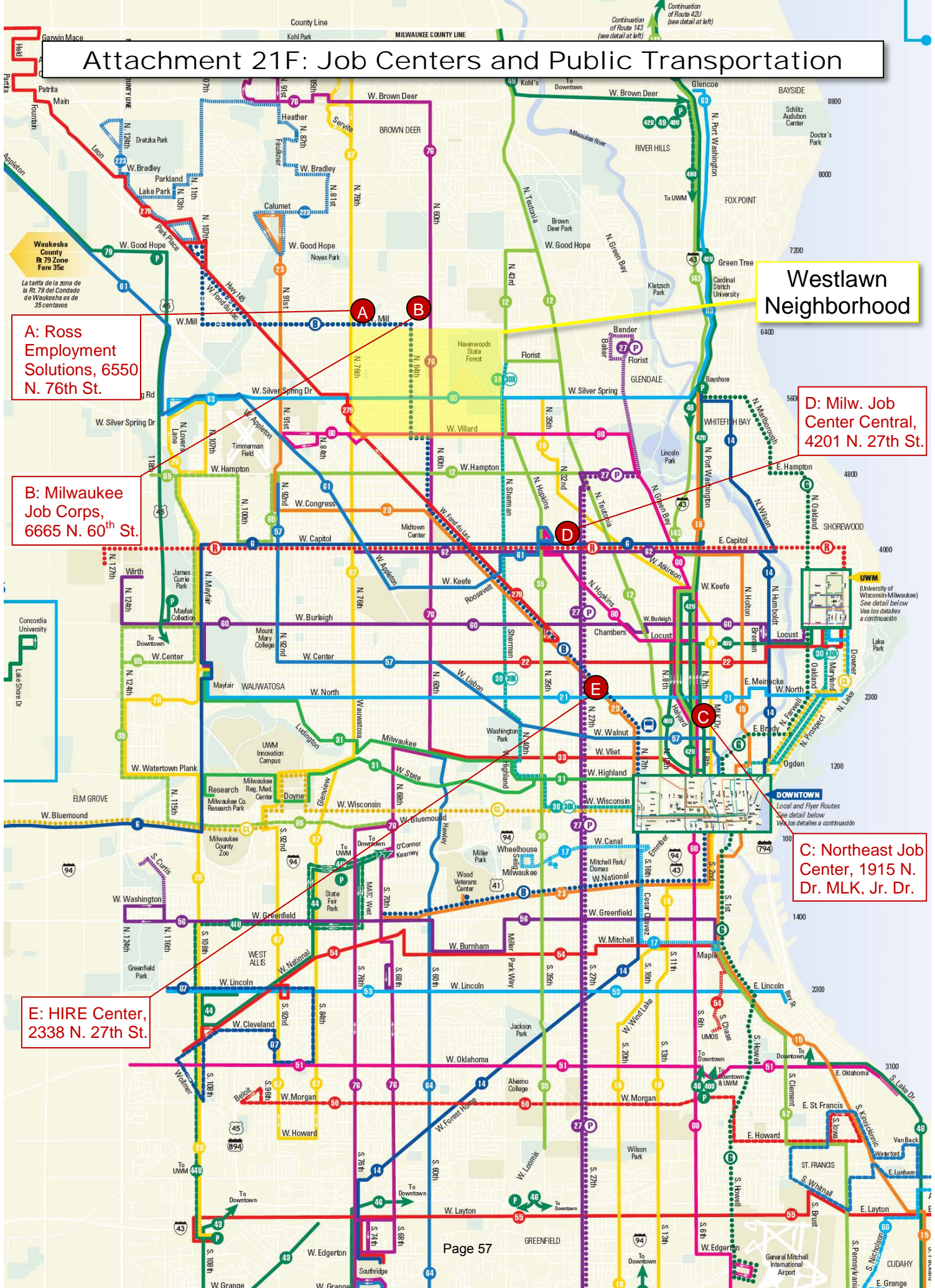


LEGEND

- 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 dashed line)
 - Westlawn Gardens (Green hatched area)
 - Bike Lane (Green dashed line)
 - FQHC (Brown circle)
 - 1. Milwaukee Health Center

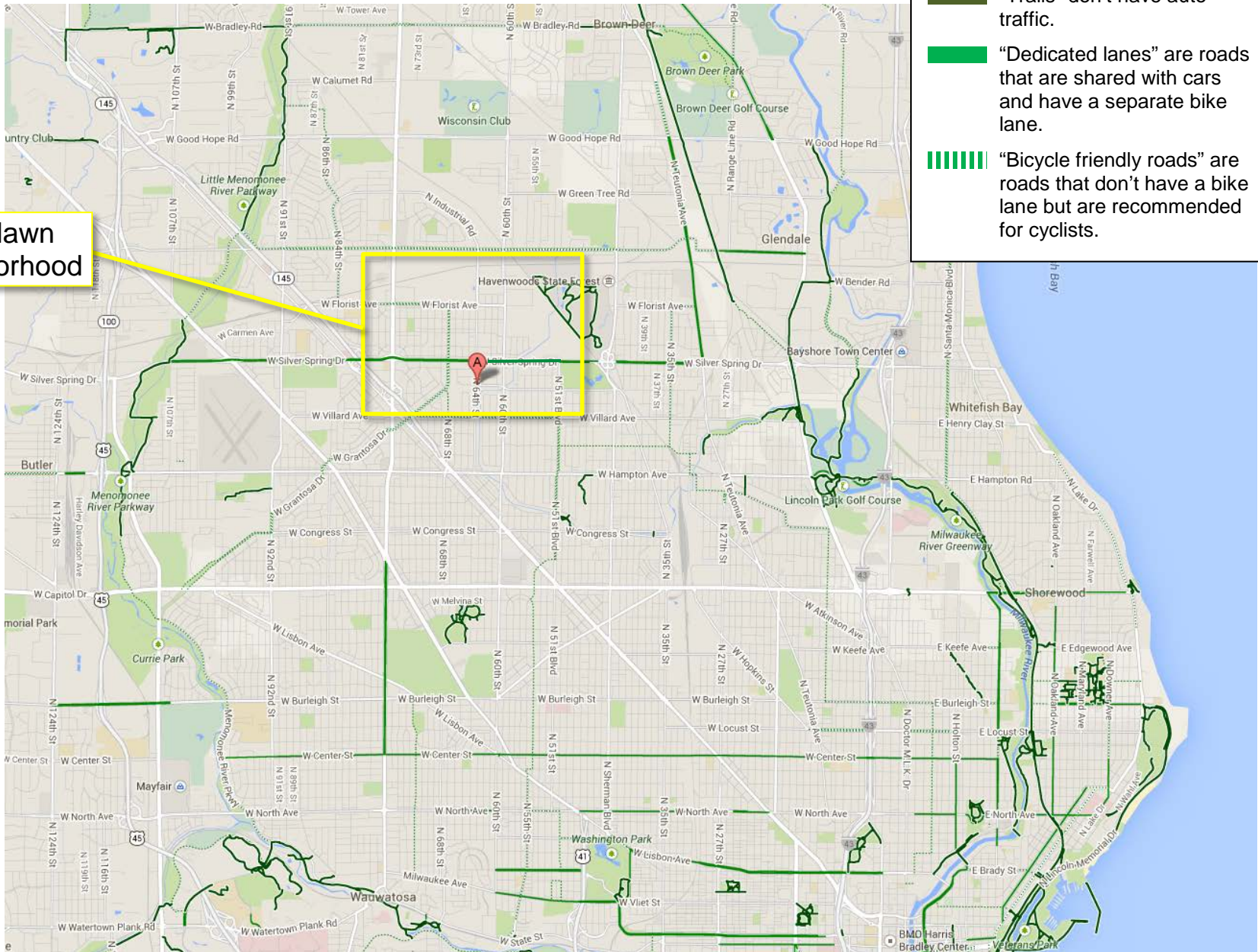


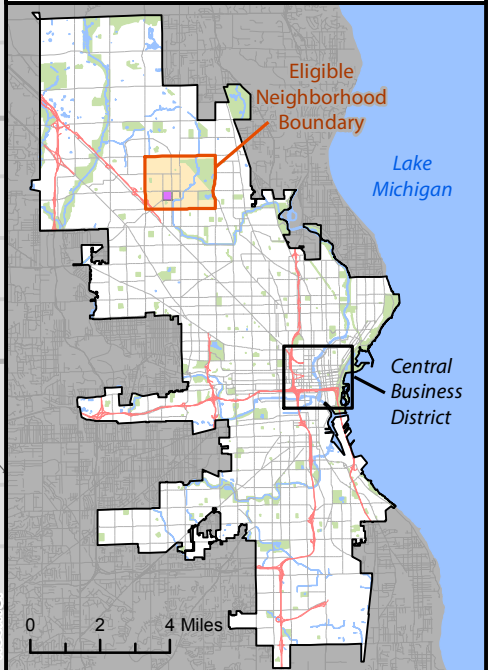
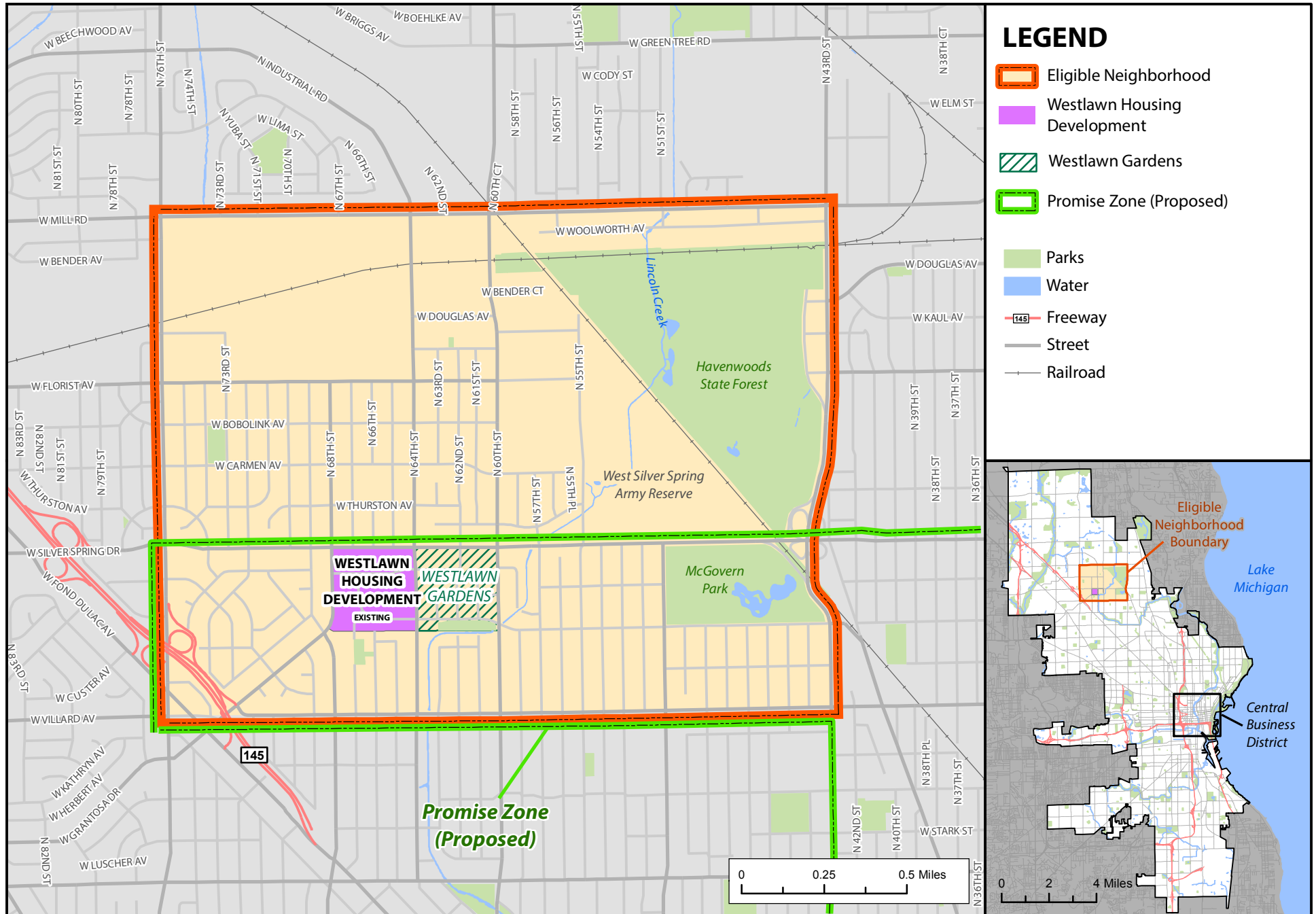
Attachment 21F: Job Centers and Public Transportation



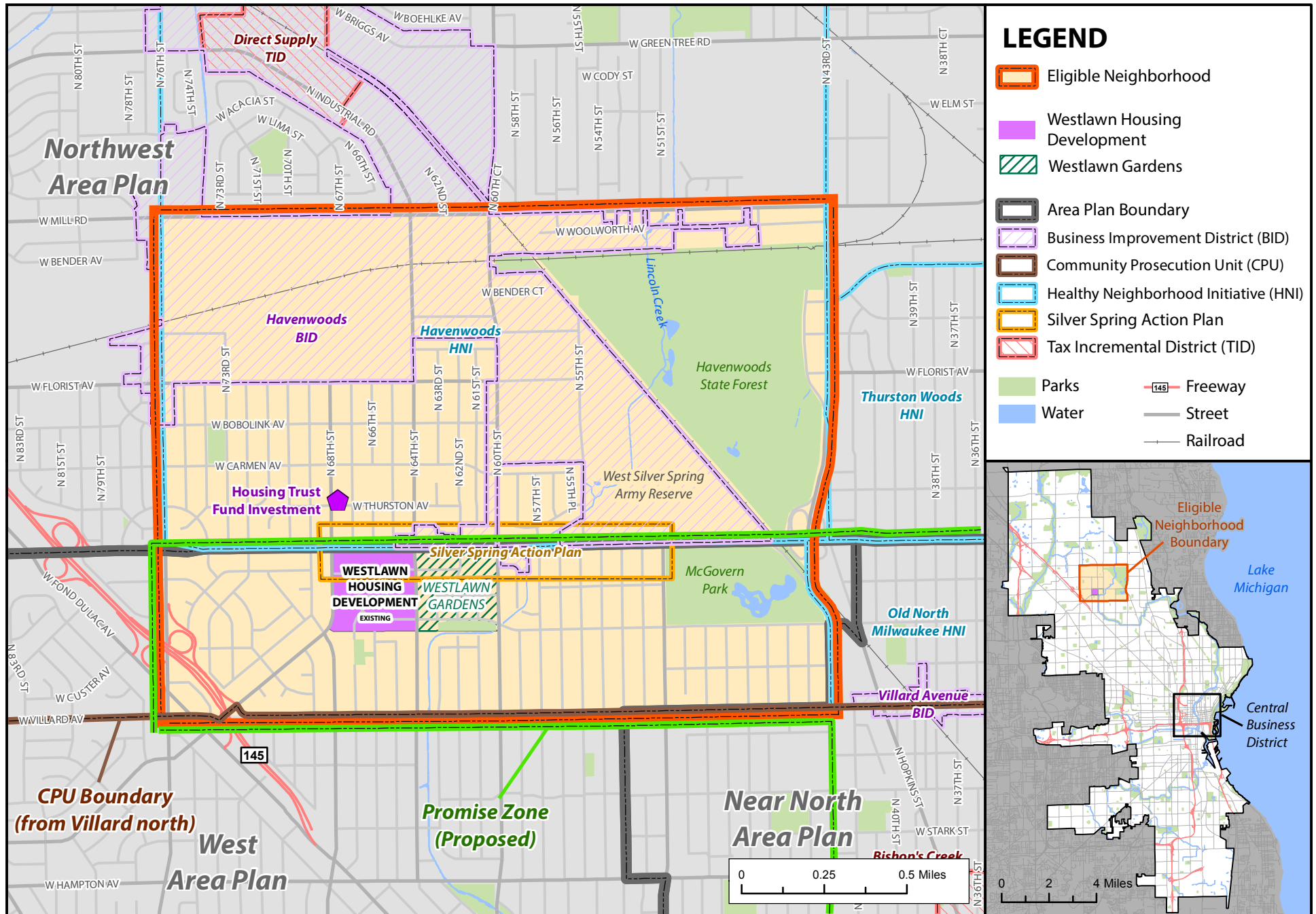
Attachment 21F: Bicycle-Friendly Routes

**Westlawn
Neighborhood**





CITY AND NEIGHBORHOOD MAPS | OTHER REVITALIZATION ACTIVITY



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**

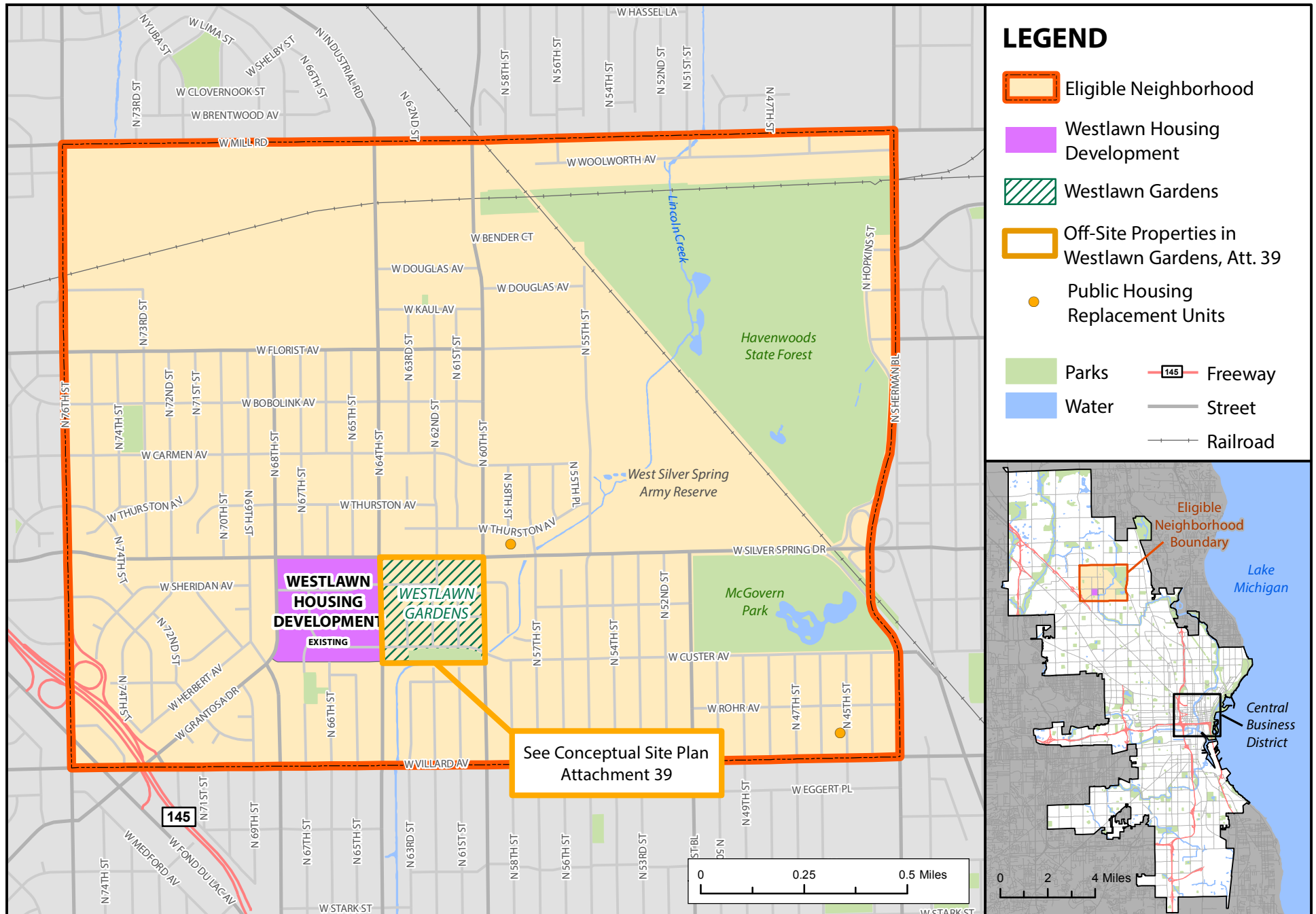
Name of Lead Applicant:

City of Milwaukee





Name of File:

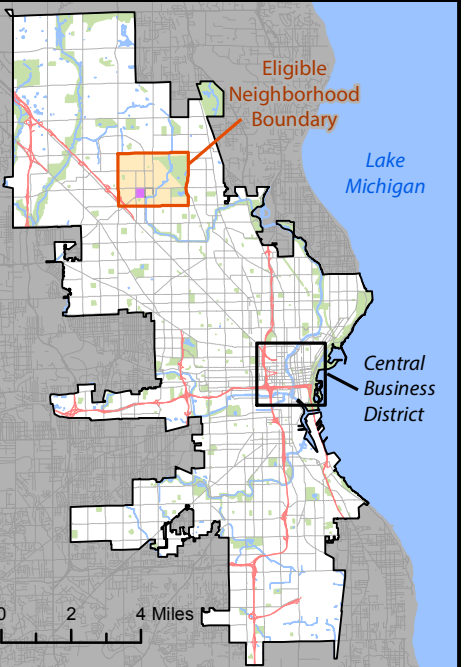
Att23LocationOfHousingDocMap

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**

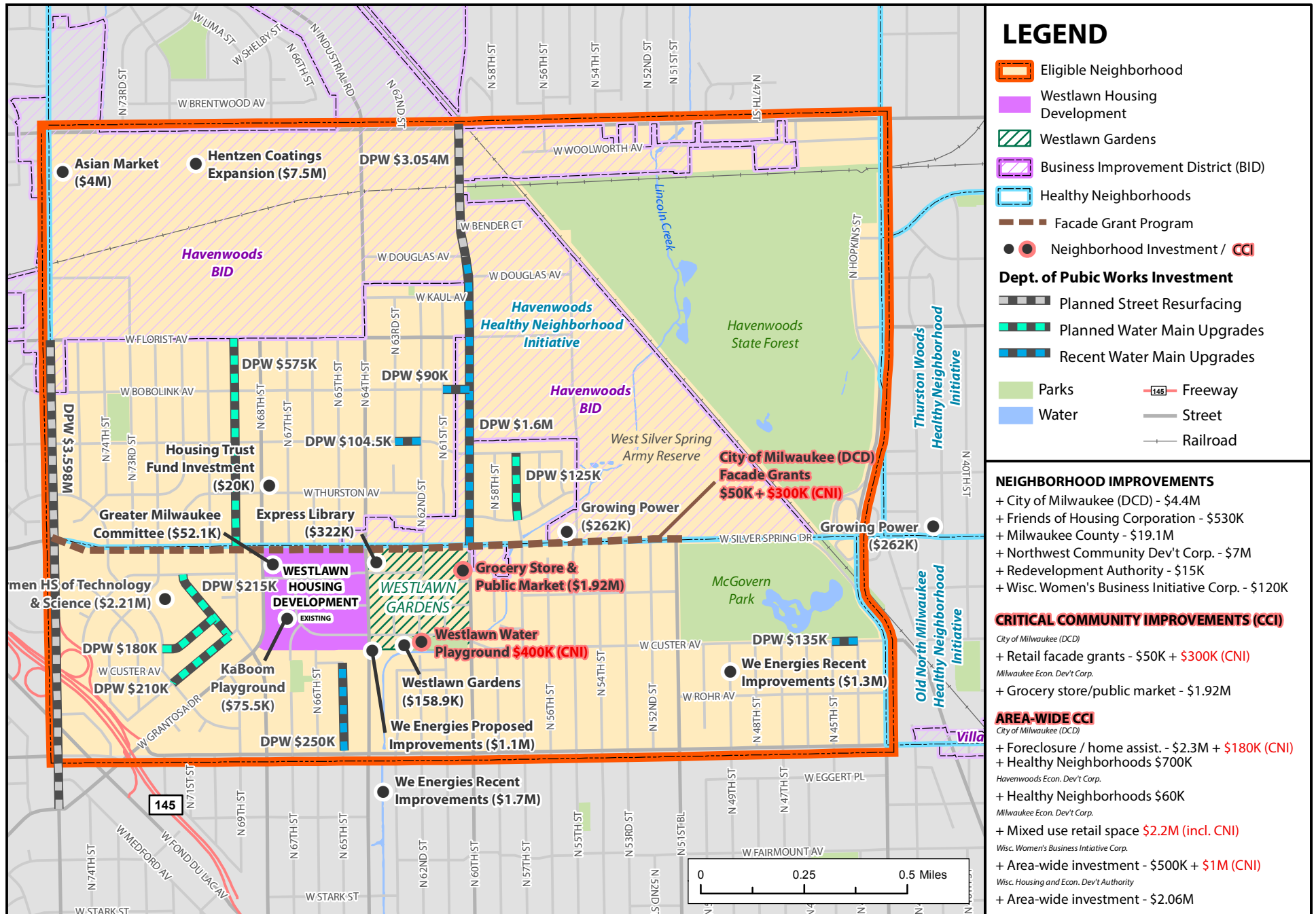
Name of Lead Applicant:

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.)

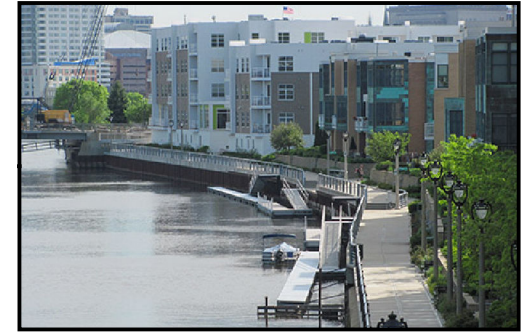
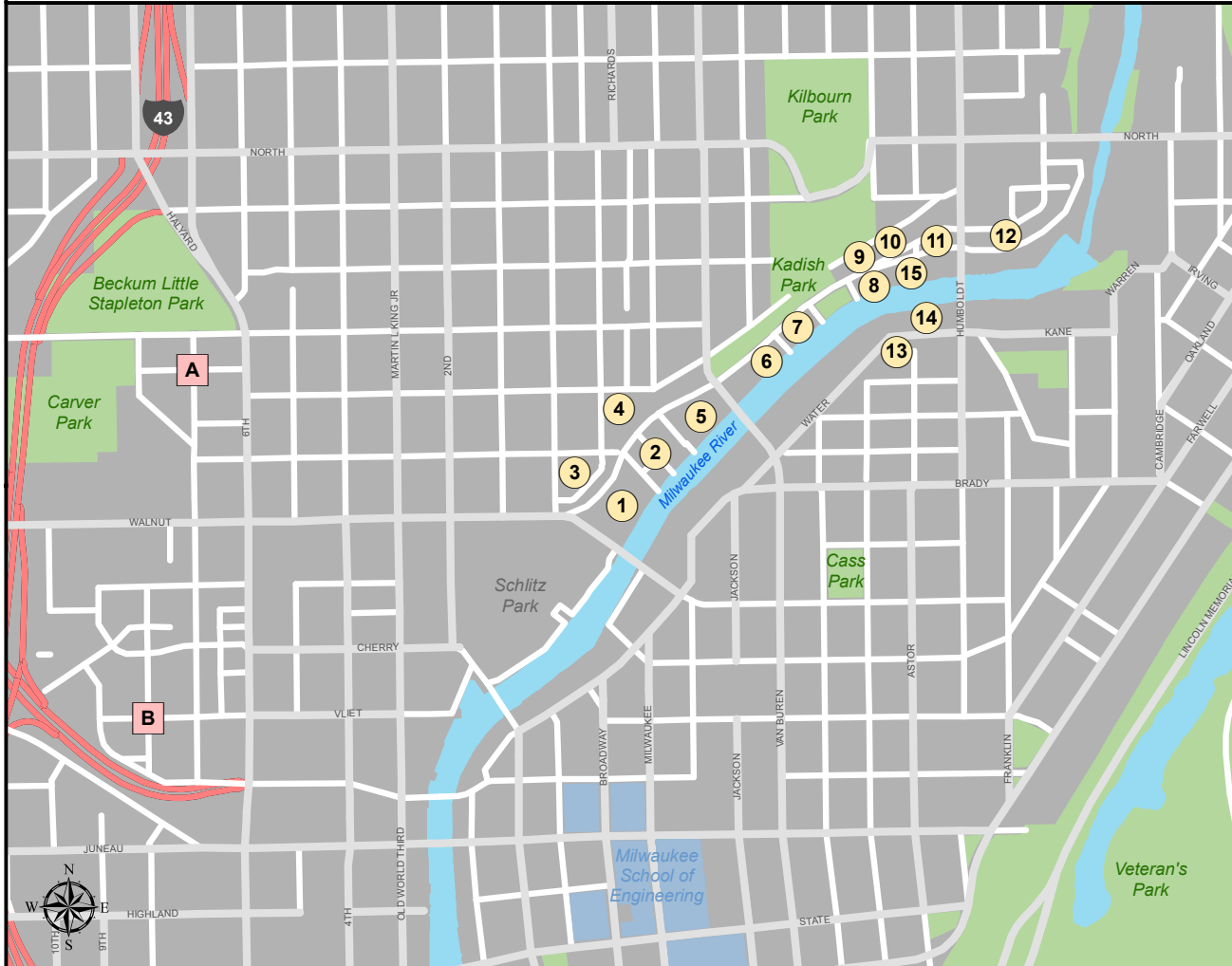
12. River Crest - 40 units (\$10 mil.)
13. Highbridge - 27 units
14. Riverbridge - 117 units
15. Beerline Rivercourt - 24 units (\$7.2 mil.)

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.

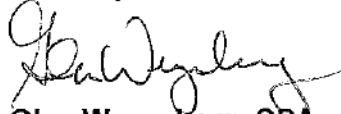
Antonio Perez
c/o Housing Authority of the City of Milwaukee
Page 2
January 21, 2015

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.

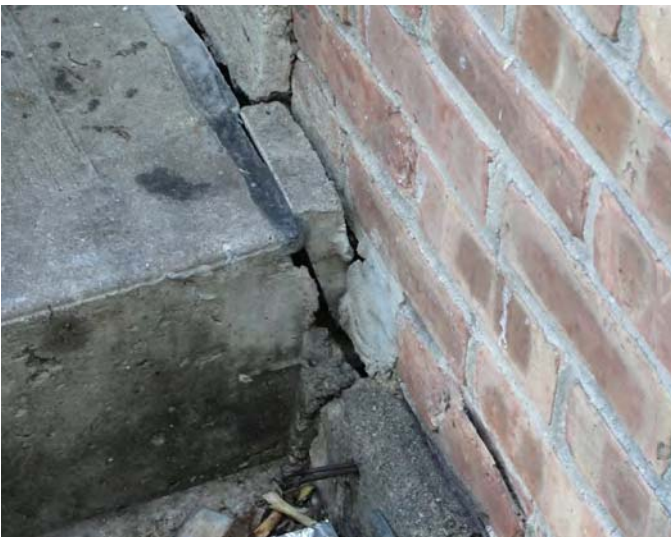
Lawrence V. Antoine, Jr, AIA, AICP, LEED AP (BD+C)
Principal
Virginia Registration # 0401011573



**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.

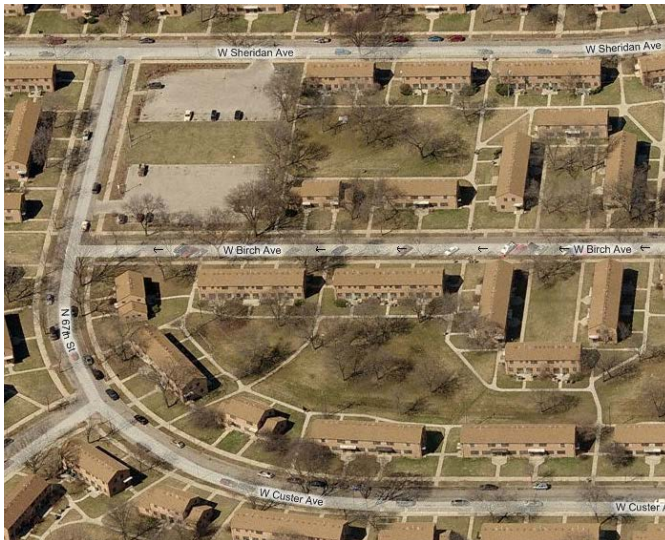
- ***Inappropriate site layout.*** The Westlawn Housing Development's barracks-style buildings and disconnected super-block configuration resemble nothing in the surrounding area. The development is physically and socially isolated from the surrounding community, making it more susceptible to crime and 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:

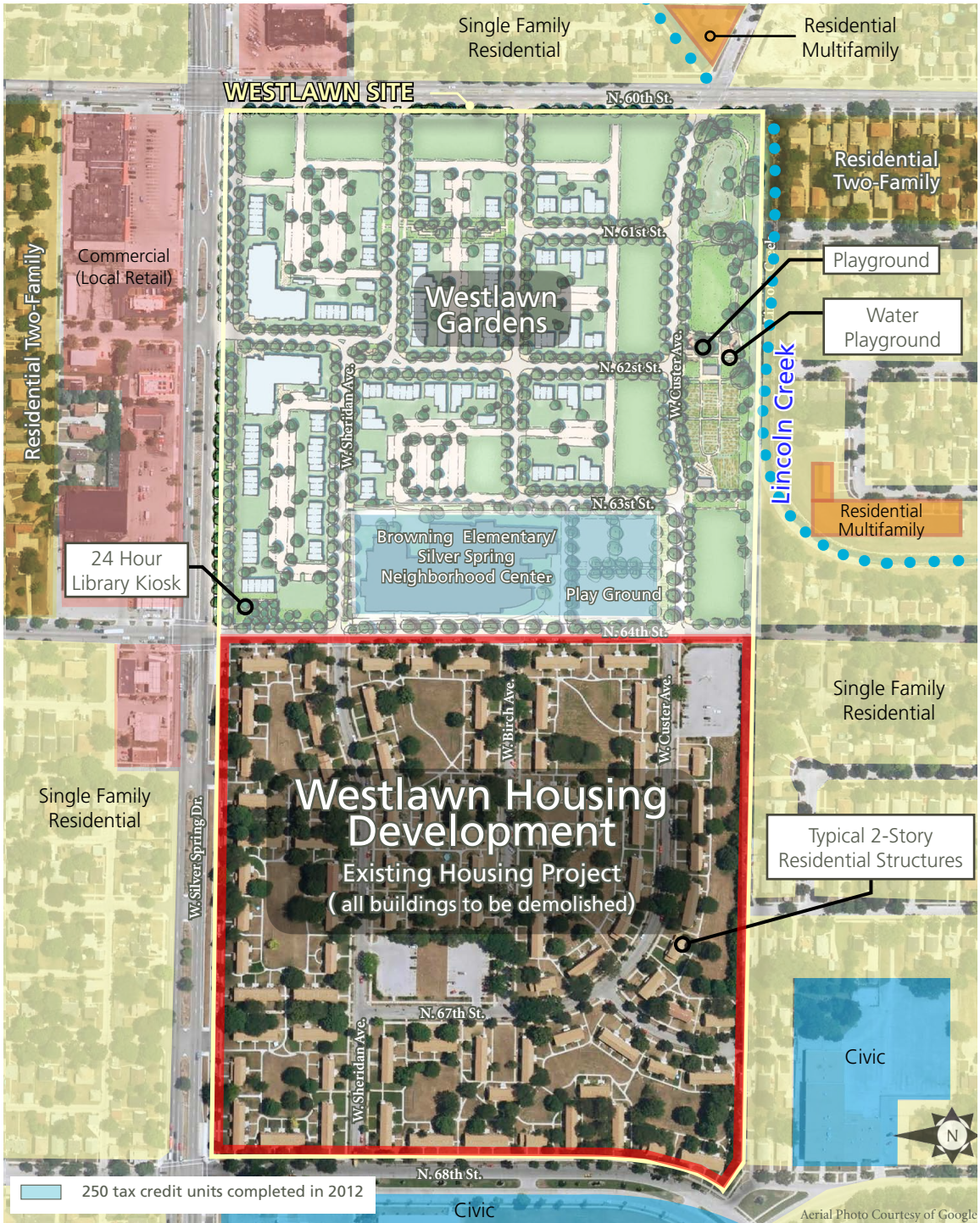
**Narrative Attachment 38:
Current Site Plan**

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



Westlawn Gardens

Management/
Maintenance Facility
(Neighborhood Improvement)

Tree Lined, Pedestrian
Friendly Streets

24 Hour Library Kiosk

Mixed-Use Retail Under
Residential

**Westlawn
Housing
Development**
All existing buildings to be
demolished

Interconnected network
of sidewalks, streets and
open space

Playground

Pedestrian bridge to
connect park space
across creek

Water Playground

Community Garden
Plots

Mixed Income Design

Westlawn Housing
Development Plan creates 4 of 8 new
connections to the
neighborhood
(4 in Westlawn Gardens)

Multi-Use Park Spaces

Playground

Townhomes have private
front and back yards

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**

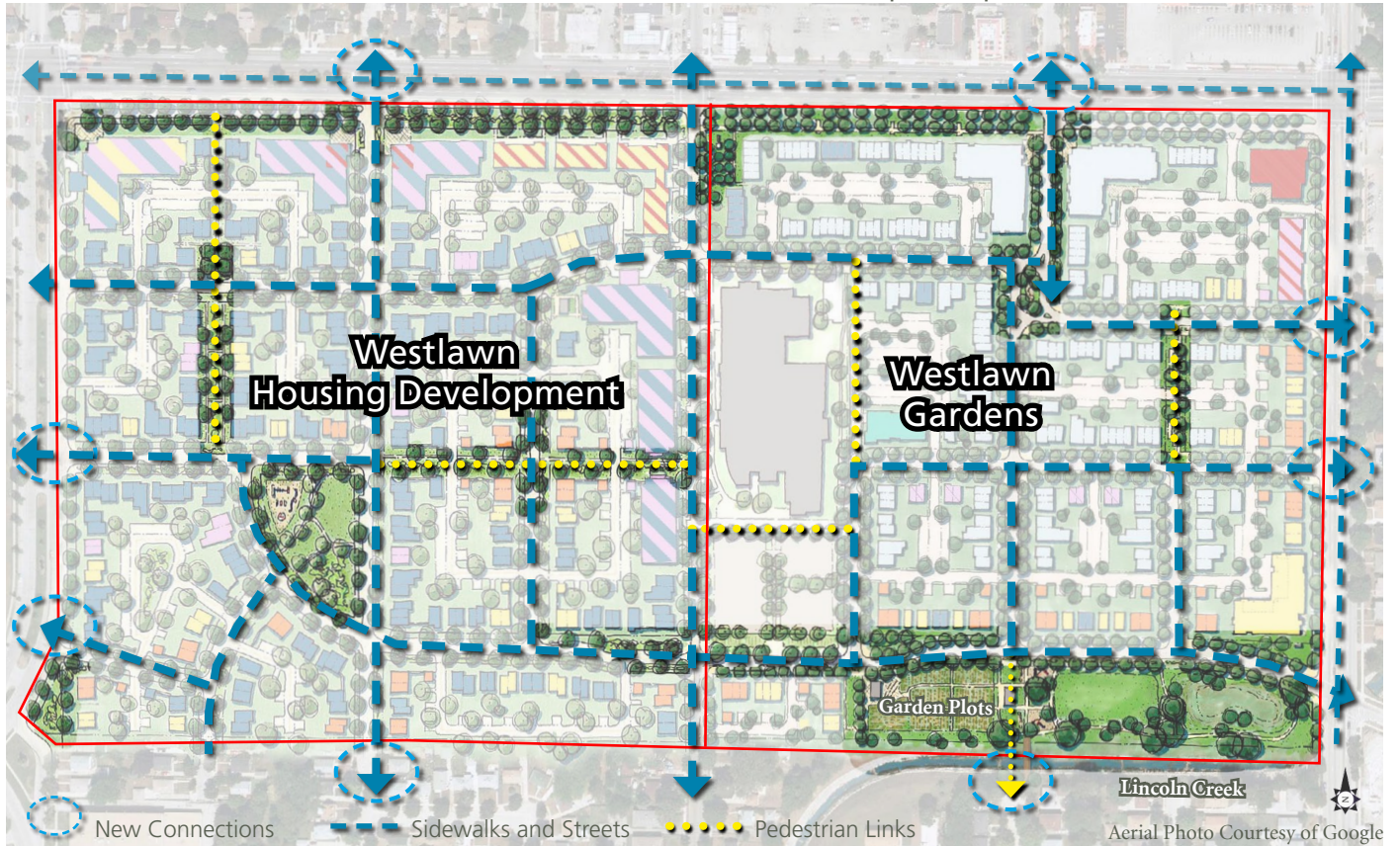
Total CNI Program

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



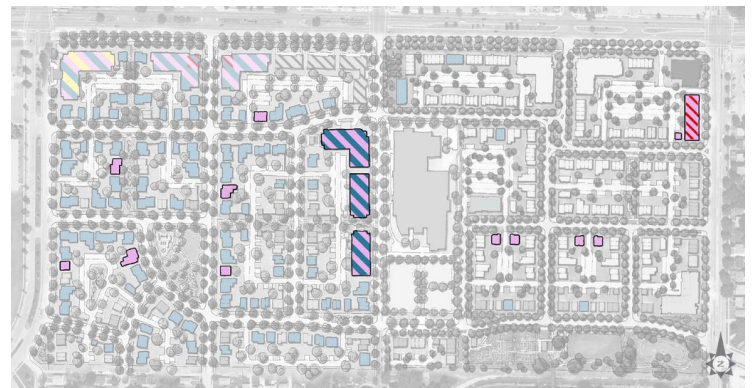
Phase 1: 10 Replacement Units (5 3-bed., 3 4-bed., 2 2-bed. Acquisition Rehab of City Foreclosed Properties), and Management / Maintenance Facility



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))



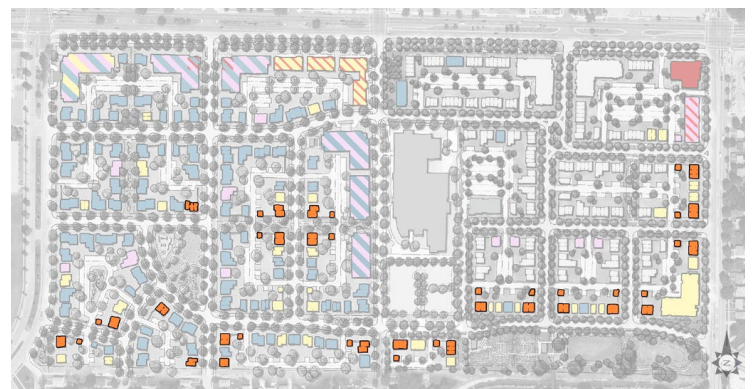
Phase 3: 203 Replacement Units (87 2-bed., 88 3-bed., 28 4-bed.) and Corner Retail



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
Affordable		Total CNI Program	
	Non-Market Rate/ Non-Assisted 123 du		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

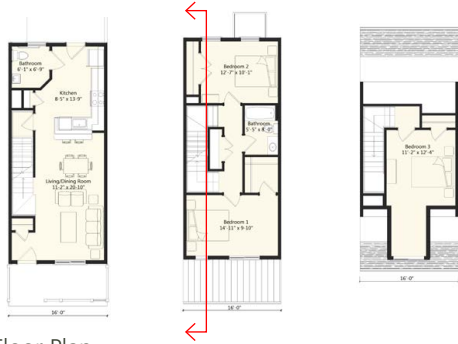
Name of File:

Att41SchematicDrawings

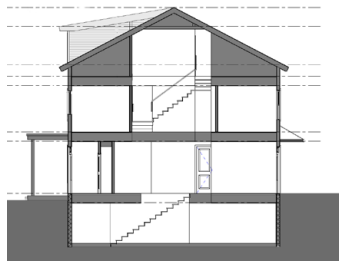
Example Townhomes



Elevation



Floor Plan



Building Section



Milwaukee Historical Precedent



Milwaukee Historical Precedent

Example Apartments



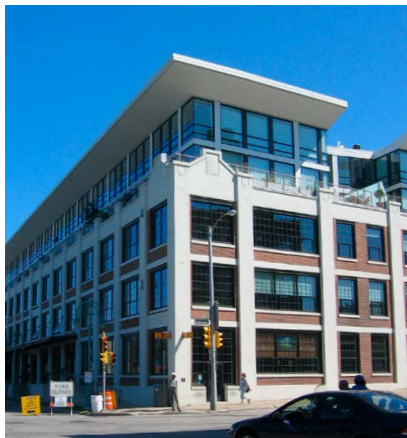
Elevation



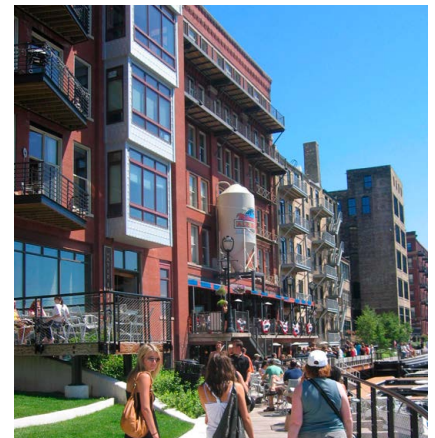
Floor Plan



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:

Adjusted Certification Thresholds

Building type: **Single Family and Multi-family Low-rise** Project type: **Large Production** Certified: **45.0** Gold: **75.0**
 # of units: **All New Units** Avg. Home Size Adjustment: **1080 sq. ft.** 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	Maybe	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) OR								
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)						Max	Preliminary		
						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**

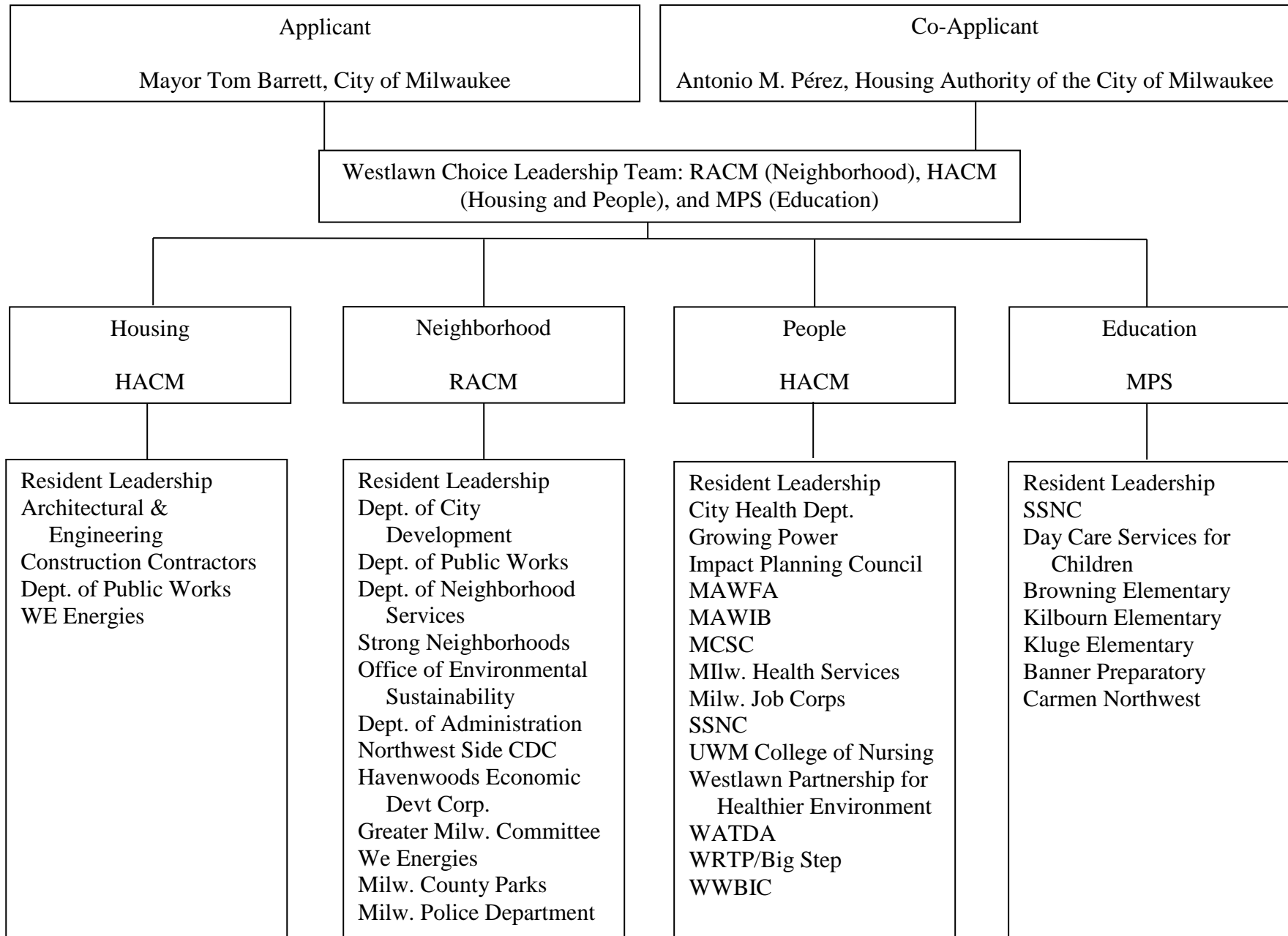
Name of Lead Applicant:

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

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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

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Title



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The Effectiveness of Neighborhood Watch: A Systematic Review

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**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:

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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

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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

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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.

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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

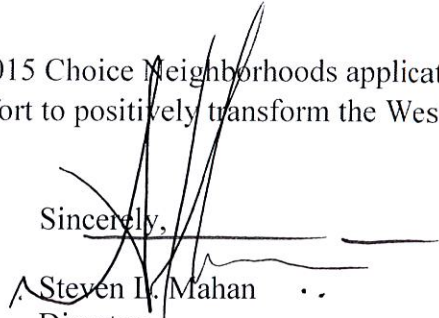
Dear Secretary Castro:

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

Attachment 52: *Neighborhood Resources - Critical Community Improvements*

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

List all funds that will be used for Neighborhood Development - Critical Community Improvements 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 CCI Resource	Dollar Value of Resource	Page # of Commitment Document	HUD Use Only Amount Approved
<u>Dept of City Development</u>	<u>\$ 450,000.00</u>	<u>144</u>	<u>\$ _____</u>
<u>Dept of City Development</u>	<u>2,300,000.00</u>	<u>145</u>	<u>_____</u>
<u>Dept of City Development</u>	<u>50,000.00</u>	<u>145</u>	<u>_____</u>
<u>Havenwoods Economic Devt. Corp.</u>	<u>60,000.00</u>	<u>146</u>	<u>_____</u>
<u>Milwaukee Economic Devt. Corp.</u>	<u>2,500,000.00</u>	<u>147</u>	<u>_____</u>
<u>WWBIC</u>	<u>500,000.00</u>	<u>148</u>	<u>_____</u>
<u>_____</u>	<u>_____</u>	<u>_____</u>	<u>_____</u>
<u>_____</u>	<u>_____</u>	<u>_____</u>	<u>_____</u>
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<u>_____</u>	<u>_____</u>	<u>_____</u>	<u>_____</u>
Page Total	\$ <u>5,860,000.00</u>		\$ <u>_____</u>

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, appearing to read "Rocky Marcoux", is enclosed in 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

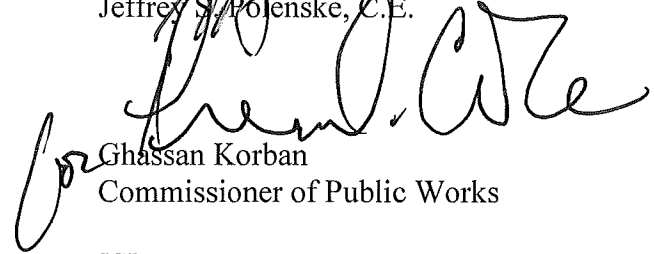
DPW's investment in public infrastructure will compliment and promote redevelopment efforts in the Westlawn neighborhood and contribute to the goals and outcomes you have described in your application your Transformation Plan.

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.

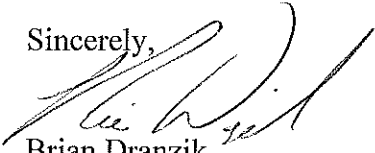
MILWAUKEE COUNTY – TECHNOLOGY RESEARCH CENTER (TIC BLDG) 10437 INNOVATION DRIVE 5th Floor
WAUWATOSA, WI 53226

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:

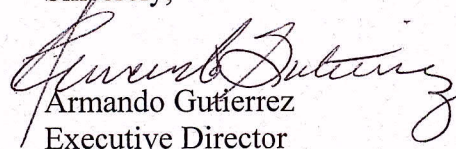
I am writing to express my strong support for your FY2014/2015 Choice Neighborhoods Initiative Implementation grant application for the Transformation of the Westlawn neighborhood.

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

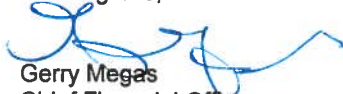
1. **Subtotal of Playground, Surfacing, Materials, Tools, and Supplies Needed for Project—\$75,458.04**
2. **In Kind Donations**—Your planning committee should be able to create a list of in-kind donations and their value. Only items that would have added cost to your budget if they had not been donated 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, flowing style.

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

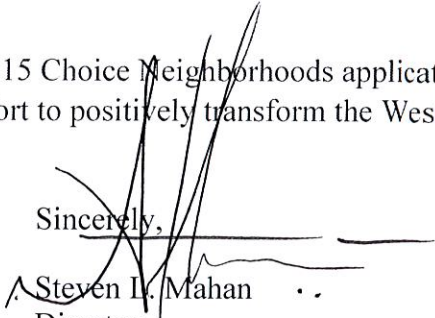
Dear Secretary Castro:

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
Milwaukee, WI 53202
(414) 286-5824 Voice
(414) 286-0833 Fax

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(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 56:
Supportive Services Sustainability**

Name of Lead Applicant:

City of Milwaukee

Name of File:

Att56SupportiveSvcsSustain

Attachment 56: Supportive Services Sustainability

OMB Approval No. 2577-0269

(exp. 1/31/2015)

List all funds or services that have been committed only to sustain your supportive services beyond the grant term. 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 Resource	Dollar Value of Resource	Page # of Commitment Document	HUD Use Only Amount Approved
Silver Spring Neighborhood Cente	\$ 415,000.00	195-197	\$ _____
HACM	535,000.00	198	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
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_____	_____	_____	_____
Page Total	\$ 950,000.00		\$ 0.00



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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- Vice President
Marvin Bynum
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Viktor Gottlieb
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Heidi Furlong

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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 ($\$22,250$ 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
(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 108, Milwaukee, WI 53201-0324

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

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	\$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

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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

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 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

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 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.

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
Silver Spring Neighborhood Center		\$1,570,000	New and expanded program outreach for Early Childhood Education Program.	50 slots x 5 years = 250	0	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
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	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		\$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

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
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.



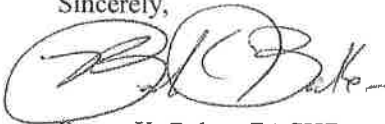
In addition, the MHD will also provide services expressly targeted to the residents in the Westlawn Neighborhood. Specifically, MHD commits to providing:

- 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 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



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
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**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 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 ($\$22,250 \text{ total costs per year} \times 20\% \times 5 \text{ years}$) 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

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P.O. Box 413
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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

Burany Family Trust
Greater Milwaukee Foundation
Kenneth & Janet Pike Fund
Ken & Roberta Vance

MAJOR BENEFACTORS

Glenn & Gertrude Humphrey Foundation
Jerry & Dorothy Holz & Family
Emil & Barbara Ewald & Sons
Sue & Russ Darrow & Family
Bob & Joan Kolosso & Family
Bill & Carol Wuesthoff & Family
Jim & Sue Lecher Family
Ken & Roberta Vance & Family
John & Cindy Amato
Michael, Patrick & Mary Lynch
John F. & Richard A. Bergstrom
Andy & Jane Palmen

BUSINESS PARTNERS

Automobile Dealers Assoc. of Mega Milwaukee
The Baird Foundation
BMO Harris Bank
Forest County Potawatomi Foundation
Grainger Industrial Supply
Journal Communications
M&I Foundation
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 Schlagenhaut
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 Toycen 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

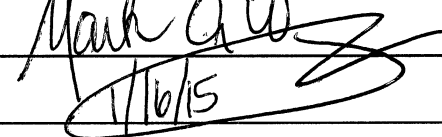
Signature: 

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.

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- (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.
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- (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