

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

Name of Lead Applicant:
City of Milwaukee

Name of File:
NarrativeExhBThresholdReqs

EXHIBIT B: THRESHOLD REQUIREMENTS

B.1 Partnership Narrative

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

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

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

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

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

Name of Lead Applicant:
City of Milwaukee

Name of File:
NarrativeExhCCapacity

EXHIBIT C: CAPACITY

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

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

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

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

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

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

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

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

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

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

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

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

C.2 Capacity of Neighborhood Implementation Entity

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

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

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

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

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

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

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

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

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

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

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

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

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

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

C.3 Capacity of Housing Implementation Agency

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

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

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

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

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

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

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

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

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

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

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

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

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

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

C.4 Capacity of People Implementation Entity

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

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

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

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

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

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

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

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

C.5 Capacity of Principal Education Partner

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

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

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

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

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

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

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

C.6 Overall Community Involvement

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

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

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

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

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

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

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

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

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

Applicant:
City of Milwaukee

Name of File:
NarrativeExhDNeed

EXHIBIT D: NEED

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

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

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

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

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

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