

Housing Authority  
OF THE  
City of Milwaukee

2004 ANNUAL REPORT

809 North Broadway  
Milwaukee, Wisconsin 53202

414.286.5678

Visit us online at [www.hacm.org](http://www.hacm.org).



Photographs by:

David LaHaye (Dept. of City Development)

Fran Aring

Rocky Marcoux

# Welcome



## INVESTING IN OUR COMMUNITY AND OUR FUTURE

When you look at the tremendous change and vitality that is evident in neighborhoods across this city, you may not realize that a major partner in this effort is the Housing Authority of the City of Milwaukee. Our housing authority is leading the way in strengthening communities through innovation and creativity, with the goal remaining the

same: providing affordable and accessible living opportunities that empower people to build brighter futures for themselves and their neighborhoods.

I am proud to share this annual report on the activities and successes of the Housing Authority. We are fortunate to receive high marks each year from the U.S. Department of Housing and Urban Development — but our true satisfaction comes from the success stories of our residents.

This year the Housing Authority set the standard for Milwaukee when it opened its first green facility. Boasting the largest residential green roof in the mid-west, Highland Gardens was designed in partnership with the residents to create a living environment that is accessible to changing needs and smart on saving energy. We are leading by example with our top-rated housing authority. Through this report, I invite you to explore how the Housing Authority is making a difference in Milwaukee and changing lives.

Sincerely,

A handwritten signature in dark ink, appearing to read "Tom Barrett". The signature is fluid and cursive.

Tom Barrett  
Mayor of Milwaukee





## MESSAGE FROM THE CHAIRMAN

There is no place like home and there is no place like the homes at the Housing Authority when you combine them with the powerful partnerships we forge to improve the outlook for each of our residents. On behalf of those who work daily to bridge the gap to brighter futures, I am pleased to present this annual report on the outstanding work of the Housing Authority of the City of Milwaukee.

This year we continue to build upon our work with HOPE VI grants to turn former superblocs of public housing into super-NEIGHBORHOODS of various housing opportunities, from public housing to market-rate homes. It's exciting to see not only the physical improvements to some outdated facilities, but the impact that our work has on the residents. The smiles on their faces are evidence of the great work being done and show that they take pride in their homes and in their neighborhoods. We combine our facilities with wrap-around services so that we can help link our residents with resources from home health to homework. We help connect the dots that lead to self-sufficiency and a better quality of life.

Sincerely,

A handwritten signature in black ink, appearing to read "Willie L. Hines, Jr." with a stylized, cursive script.

Willie L. Hines, Jr.

Chairman of the Board of Commissioners





## PARTNERSHIPS

The success of the Housing Authority of the City of Milwaukee (HACM) is attributable to its public and private partnerships, which include financial and economic partners, community groups, and resident organizations. The Housing Authority relies on experienced partner agencies to provide supportive services to low-income elderly, families and disabled persons. These partners assist HACM in accomplishing its goals and objectives to provide a continuum of support services and programs for residents, while collaborating to build strong communities and neighborhoods.

# City Impact

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HACM plays an important role in the city of Milwaukee by providing affordable housing opportunities and the social architecture needed to help Milwaukee's most disadvantaged families and individuals find not only housing but the hope and resolve they need to enhance and improve their lives. HACM's work not only impacts families, but the greater community as a whole.

HACM continually seeks opportunities to leverage over \$60 million of federal funds to provide employment and contracting opportunities while improving Milwaukee's neighborhoods. For example, the private sector has provided over 60% of the funding for HACM's recently completed Highland Gardens, a 114-unit fully accessible mid-rise for the elderly and disabled. The agency's public safety program saves Milwaukee taxpayers over \$1.5 million annually by responding to lower priority calls to the Milwaukee Police Department and Fire Department. HACM's neighborhood revitalization activities, including its homeownership program, have added over \$7 million to Milwaukee's tax base.

“Milwaukee is a very important market for US Bancorp and the Housing Authority of the City of Milwaukee has proven to be a leader in this market, especially with respect to creating excellent affordable housing, but also as a catalyst for spawning additional community and economic development.”

— N. LYNN CRAGHEAD, SENIOR VICE PRESIDENT OF US BANCORP

## BOARD OF COMMISSIONERS



MICHAEL T. VAN ALSTINE  
VICE CHAIRMAN



FELICIA BEAMON



BENNIE HEARON





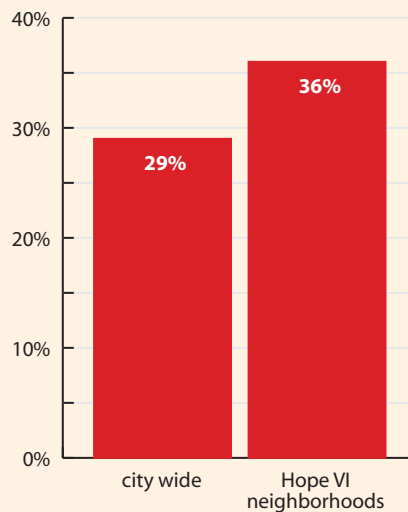
## CHANGING NEIGHBORHOODS

The Housing Authority's HOPE VI revitalization activities have had a positive effect on property valuations in the surrounding neighborhoods.

During the four-year period from 2001 to 2005, property values for single-family homes in these neighborhoods showed increasing trends similar to those experienced by the city as a whole.

The HOPE VI neighborhood areas have shown higher percentage increases in assessed property values from the period 2001 to 2004 (a 36% gain) versus a 29% gain for the city as a whole.

Increase in Property Values



SOURCE: The Planning Council for Health and Human Services, Inc.



DON RICHARDS



MARK WAGNER



FILIBERTO MURGUIA

# Community Value

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HACM is committed to providing exceptional services that promote the dignity and well-being of residents, while providing them with the tools and opportunities they need to achieve independence, financial stability, healthy relationships and a connection to the larger community.

Where we live has a profound impact on the way we live, work, play and socialize. Historically, public housing “projects” have been sterile and isolated, with little regard for community and economic integration. HACM recognizes the critical connection people make between where they live and how they view themselves. Social and economic integration is promoted through the design of its revitalized HOPE VI developments, where thriving, mixed-income, mixed-use communities are created. Milwaukee’s Housing Authority residents are proud to be a part of these new communities.



## MESSAGE FROM THE EXECUTIVE DIRECTOR

People, process, progress: defining elements that shape the Housing Authority of the City of Milwaukee. To us it is the keystone of our core functions. We strive to provide quality housing and exceptional service to families and to the City of Milwaukee.

Change is on the horizon. As Congress and the current administration redefine our role, we will be faced with challenges. The crux lies in how to maintain stability and progress while welcoming change and whatever outcomes are borne from it.

People and process are inherent in the housing models we follow. Progress, however, requires the ability to grow with a changing environment and stay one step ahead. It is here that HACM is poised to face its future. By embracing change we are given new lift to invest in our community and our future.

Sincerely,

A handwritten signature in black ink, appearing to read "Tony Pérez". The signature is written in a cursive, slightly slanted style.

Tony Pérez  
Executive Director



## FAMILIES

The Housing Authority strives to offer a range of programs that benefit residents in all areas of their lives. Programs are designed to help families move ahead in the areas of housing, education, employment, recreation, and generally to become more self-sufficient.

Services for families help to ensure that all non-disabled adults are provided with the assistance needed to obtain and retain work. HACM's employment programs are based on the concept that "no one is unemployable." As such, HACM and its partner agencies have invested in Neighborhood Network Centers, elementary schools, day care centers and case management services that support adults as family wage earners. HACM also supports income-transfer policies and social insurance programs that reduce poverty levels in low-income households. These programs include HACM's participation in Food Stamp Outreach programs, homeownership programs, financial literacy classes and assisting residents in applying for "earned income tax credits" and helping families access healthcare through Badger Care.

## ELDERLY

In working with elderly and disabled residents, HACM's programs are designed to assist these residents to live independently, make informed and appropriate choices about their healthcare, and participate in social activities within the community. HACM's partnerships with community agencies help prevent the revolving door of homelessness by providing services that assist residents in being lease-compliant. HACM is also committed to ensuring that every resident lives in dignity and provides numerous gates through which residents are able to access services.



## REVITALIZING NEIGHBORHOODS

We are proud of our investments in the community and the people we serve. Our public and private sector partners provide us with additional technical and financial resources that we leverage to continually improve our communities. Together with their help, we are able to provide a range of housing opportunities for Milwaukee's families.

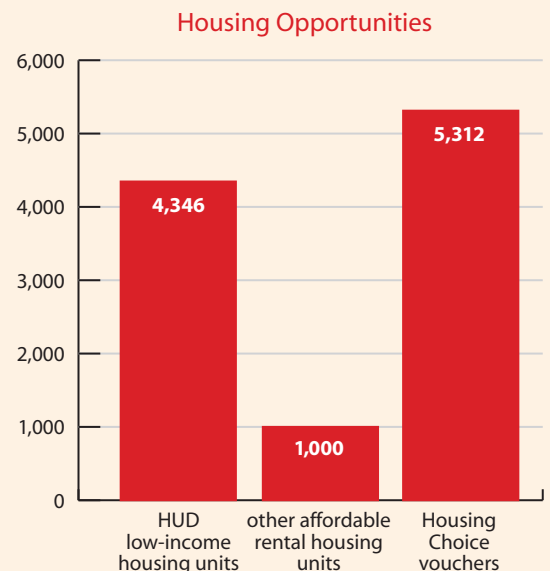
“The Housing Authority Board and staff are at the cutting edge of meeting demands for Milwaukee's affordable housing industry, and is a shining example to communities all over America. A true illustration of how to involve residents, local, state, and national leaders, along with the private sector to improve the quality of life for the entire community.”

— SAUL N. RAMIREZ, JR., EXECUTIVE DIRECTOR, NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS

During 2004, HACM invested more than \$20 million to maintain and redevelop its real estate portfolio. HACM has received five HOPE VI grants totaling more than \$130 million and has revitalized four communities and additional scattered sites by leveraging those dollars with the private sector and other public sector partners. The four thriving, vibrant communities are Hillside Terrace, Parklawn, Highland Park and Townhomes at Carver Park.

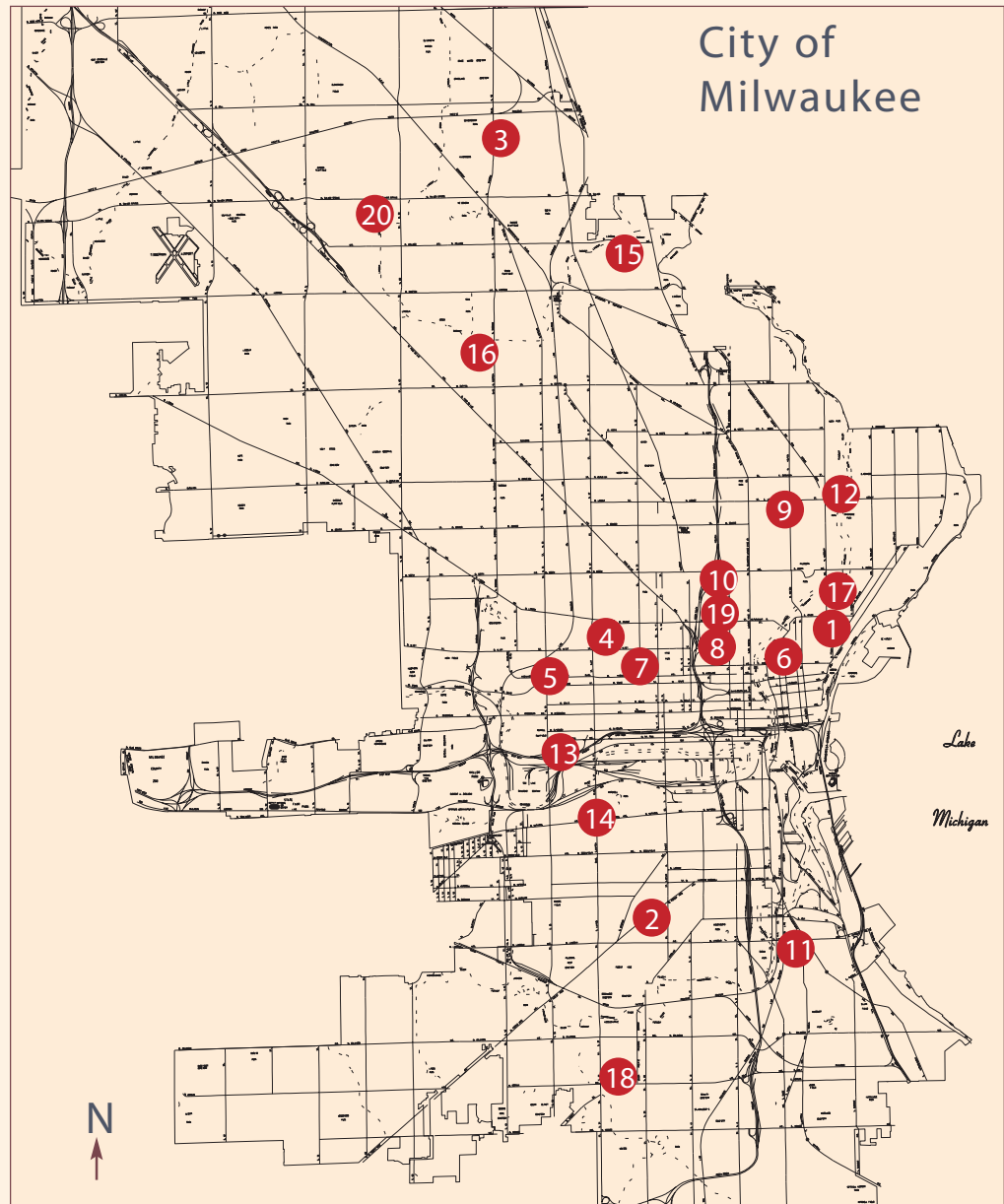
HACM continued agreements with several agencies to expand the Section 8 Housing Choice voucher rental assistance program, providing over 5,000 families with vouchers to be used at the home of their choice in the private rental market.

In addition, HACM has helped families achieve economic self-sufficiency and assisted more than 250 families purchase their own homes and return over \$4 million to the city's tax base.



# Our Properties

1. Arlington Court  
1633 N. Arlington Place  
UNITS: 230 Elderly
2. Becher Court  
1800 W. Becher St.  
UNITS: 220 Elderly
3. Berryland  
6089 N. 42nd St.  
UNITS: 391 Locally owned,  
affordable. Family
4. Cherry Court  
1525 N 24th St.  
Under Construction  
Tax credit affordable.  
Elderly and Disabled
5. College Court  
3334 W. Highland Blvd.  
UNITS: 251 Elderly
6. Convent Hill  
1325 N. Jefferson St.  
UNITS: 120 Elderly
7. Highland Gardens  
1818 W Juneau  
UNITS: 114  
Tax credit affordable  
Elderly and disabled
8. Hillside Terrace  
Hillside High-rise  
1419 N. 8th St.  
UNITS: 421 Family  
49 Elderly and disabled
9. Holton Terrace  
2825 N. Holton St.  
UNITS: 120  
Elderly and Disabled
10. Lapham Park  
1901 N. 6th St.  
UNITS: 200  
Elderly
11. Lincoln Court  
2325 S. Howell Ave.  
UNITS: 110  
Elderly and disabled
12. Locust Court  
1350 E. Locust St.  
UNITS: 230  
Elderly and disabled
13. Merrill Park  
222 N. 33rd St.  
UNITS: 120  
Elderly
14. Mitchell Court  
2600 W. National Ave.  
UNITS: 100  
Elderly
15. Northlawn  
5145 N. 20th St.  
UNITS: 247  
Locally owned, affordable  
Family.
16. Parklawn  
4434 W. Marion St.  
UNITS: 380  
Family
17. Riverview  
1300 E. Kane Place  
UNITS: 180  
Elderly and disabled
18. Southlawn  
Southlawn Park  
3350 S. 25th St.  
UNITS: 330 Locally owned,  
affordable, family  
12 market rate
19. Townhomes  
at Carver Park  
1901 N 6th St.  
UNITS: 51 Public  
Housing/ Family  
51 Tax Credit  
Affordable/ Family  
20 Market Rate/Family
20. Westlawn  
6331 W. Silver Spring Dr.  
UNITS: 726  
Family



City of  
Milwaukee

Lake  
Michigan

HACM has 466 additional units of family housing at scattered sites across the City of Milwaukee.





## EDUCATION

Long-term economic self-sufficiency will only be achieved through education. HACM has implemented a number of programs to ensure that every school age child is in school, every day, ready to learn. It is the ambitious goal of HACM to see every student graduate from high school and be either job-ready or enrolled in post-secondary education. In order to accomplish this, HACM has:

- hired a full-time Educational Coordinator who works with individual families to develop educational goals for each student in the household.
- opened its second Neighborhood Network, which provides access to computers and the online world for its residents and residents of the surrounding neighborhood.
- created Central City Cyberschool, a \$7 million state-of-the-art technology school created through a partnership with HUD and Johnson Controls, that serves 350 students in K4 through 8. With the help of Microsoft, the instructional design integrates the “Anytime, Anywhere” approach of laptop learning. Each student and teacher has a laptop computer with a wireless system.
- provided scholarships to adult residents of public housing who are pursuing post-secondary education. In 2004, a total of \$31,000 in scholarships was awarded to residents.

A September 2003 Acrus Policy Report, states “In an era when so many communities are striving for educational innovation and methods to bridge the digital divide, the Cyberschool stands as a clear-cut example of what determination, coordination and investment can offer.”

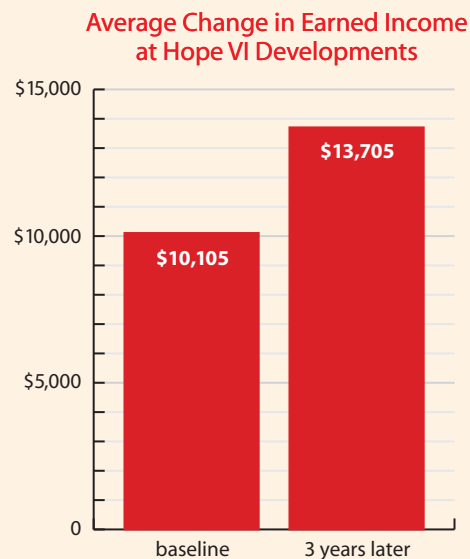
## EMPLOYMENT

HACM has implemented programs for families that are designed to ensure that all non-disabled adults are provided with the assistance needed to obtain and retain work. HACM and its partner agencies have invested in Neighborhood Network Centers, elementary schools, day care centers and case management services that support adults as family wage earners.

During 2004, 105 residents were hired by our contractors or partner agencies, 63 residents were hired by other area businesses, and an additional 26 youth, 14–21 years old, were employed by the Housing Authority during the summer. Housing Authority staff also coordinated a city-wide job fair that attracted 40 employers, 3,000 job seekers, and resulted in over 250 hires.

- The Housing Authority has two full-time Resident Employment Coordinators who assist Housing Authority residents in finding or improving their employment.
- HACM works with the Milwaukee Community Service Corps to provide job opportunities for public housing residents aged 18 to 23, and had a placement rate of 75%.
- The Housing Authority continues to work with the Department of Labor and the City of Milwaukee on the implementation of a Job Corps that will serve approximately 300 economically disadvantaged youth annually.
- HACM actively promotes the growth and development of emerging business enterprises (minority, disadvantaged, and women-owned). In 2004, emerging firms retained \$2.7 million from HACM contracting opportunities.

HACM's Hope VI program has had a positive impact on the neighborhood and families as evidenced by increases in property values, employment and income. For example, an evaluation by the Planning Council for Health and Human Services, Inc. showed that the percentage of residents with employment earnings had increased an average of 32 percent over baseline levels. The changes are noted in the above chart.



SOURCE: The Planning Council for Health and Human Services, Inc.

# Looking Ahead

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In 2005 HACM will enhance Milwaukee's neighborhoods through its Hope VI revitalization of Highland Park, Cherry Court and scattered sites, and continue its award-winning self-sufficiency programs and homeownership initiatives. HACM will continue its leadership role in the incorporation of green building technology as a model for other developers. New market-rate, single family homes will be developed for sale to owner occupants as part of HACM's mixed-income strategy for neighborhood revitalization. Staff will pursue additional opportunities to leverage its resources, including mixed-use development, Hope VI funding and a tax credit allocation for the revitalization of Convent Hill, and reduce its reliance on HUD funding. HACM will restructure its internal operations to improve its efficiency and effectiveness, and reposition itself in preparation for the new HUD operating rule. HACM will work closely with its stakeholders to expand housing options, such as workforce housing, and maintain its high standards of excellence for affordable and accessible housing in the City of Milwaukee.





## FINANCIALS

Combined Income Statement (unaudited) for the year ending December 31, 2004

<b>Revenue:</b>	Total
Dwelling Rent	\$ 15,661,707
Tenant Charges	\$ 1,059,208
Government Grants	\$ 48,170,772
Investment Income	\$ 505,182
<b>Total Revenue</b>	<b>\$ 65,396,869</b>

<b>Expenditures:</b>	
Housing Assistance Payments	\$ 25,415,843
Administration & Operations	\$ 12,665,133
Maintenance	\$ 13,542,109
Utilities	\$ 5,523,759
Tenant Services	\$ 2,130,878
General Expenses	\$ 7,601,595
Debt Service	\$ 795,140
Depreciation	\$ 15,088,199
Loss on Disposal of Fixed Assets	\$ 166,236
<b>Total Expenditures</b>	<b>\$ 82,928,892</b>
<b>Net Loss before Capital Contribution</b>	<b>(\$ 17,532,023)</b>
<b>Capital Contribution</b>	<b>\$ 7,333,610</b>

