

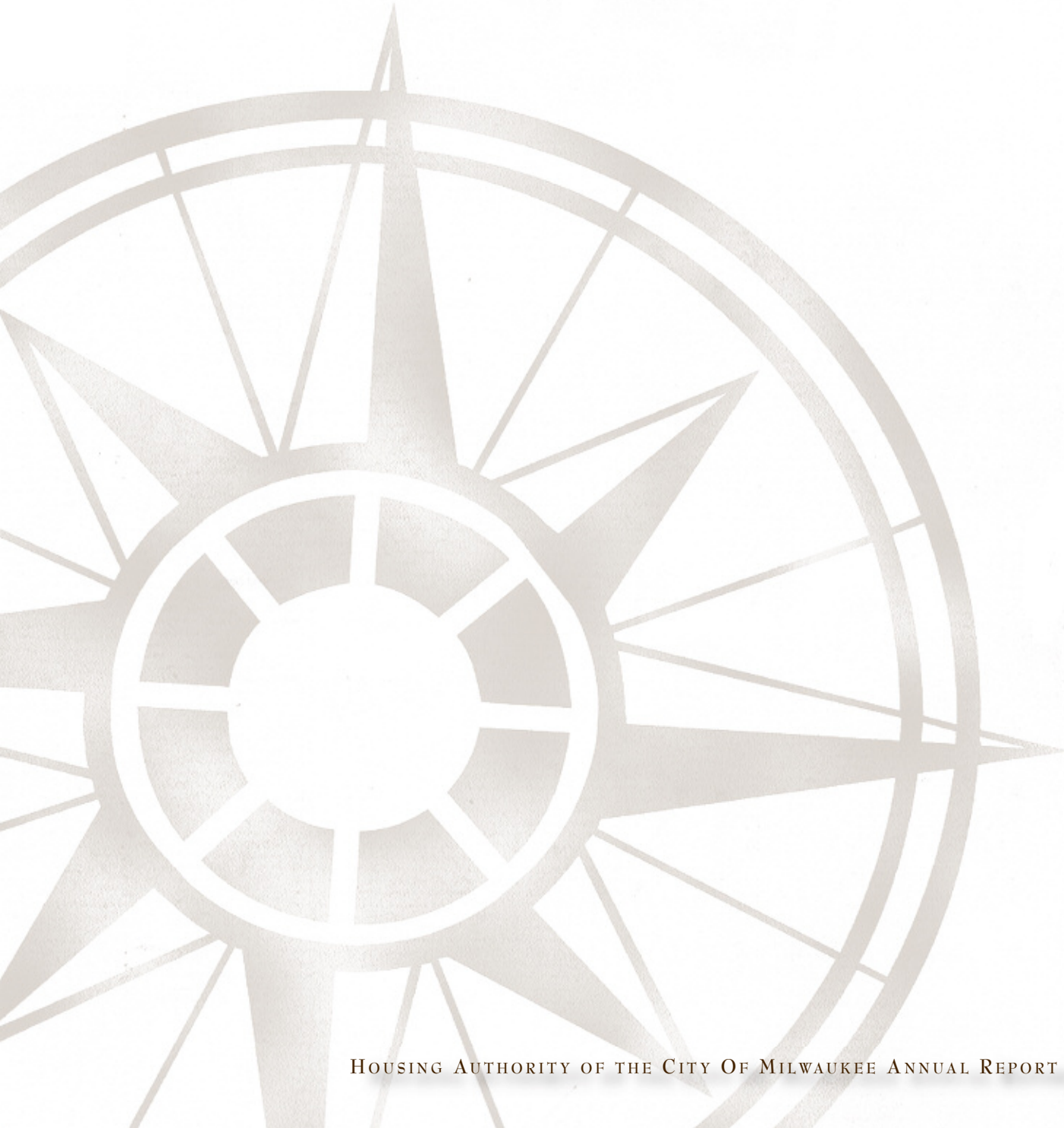
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HOUSING AUTHORITY OF THE CITY OF MILWAUKEE ANNUAL REPORT 2008-2010



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NAVIGATING THROUGH CHANGE

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NAVIGATING THROUGH CHANGE

In preparing this year's annual report, we reflected not only on our most recent successes but also on how much we have accomplished since our founding.

The further back we looked, the more we came to appreciate how history can shape the present and inform the future; how seemingly random or disconnected events from across our nation or far corners of the globe can have a major impact on the everyday lives of people here in Milwaukee; how decisions made in Washington D.C., on Wall Street, in distant corporate offices or foreign capitols can influence local jobs, housing availability or educational opportunities.

So, we decided to peer back over more than eight decades to examine just how national, regional and global events have helped shape the Milwaukee we live in today; and how, since 1944, the Housing Authority of the City of Milwaukee (HACM) has helped the most vulnerable members of our community navigate through often unpredictable economic setbacks brought on by forces far beyond their ability to control.

In 1903, a young President Teddy Roosevelt observed that "the welfare of each of us is dependent on the welfare of all of us." In his 1961 inaugural address, John Kennedy cautioned, "If a free society cannot help the many who are poor, it cannot save the few who are rich." Today, yet another young president and millions of struggling American families face the uncertainty of a fragile, interconnected global economy; wars abroad; political unrest at home; a huge national debt and a slowly recovering job market.

Yet as you will see, Milwaukee and the nation have weathered such storms before. In *The Tempest*, his sweeping tale of romance and intrigue that begins with a perilous voyage on a treacherous sea, Shakespeare wrote, "what's past is prologue." At HACM, we believe that by studying and understanding our own history, we are better prepared to overcome the challenges that lie ahead.

TOM BARRETT
MAYOR

Handwritten signature of Tom Barrett in black ink.

TONY PÉREZ
EXECUTIVE DIRECTOR

Handwritten signature of Tony Pérez in black ink.

WILLIE L. HINES, JR.
BOARD CHAIR & COMMON COUNCIL PRESIDENT

Handwritten signature of Willie L. Hines, Jr. in black ink.



1930

1930-1939: THE PARTY'S OVER This was the decade that marked the end of the "Roaring Twenties" and the era of unprecedented wealth, prosperity and excess the name implied. By 1929, the United States had emerged as a major economic and cultural force on the world stage. The retooling from the military manufacturing base of World War I to a peacetime economy was complete; the nation -- and especially Milwaukee -- flourished in the new age of consumerism. Henry Ford's astonishing success in mass producing and marketing the Model T ignited a surge of highway, bridge and road construction across the country. Millions huddled around American-made radios nightly listening to popular stars like Al Jolson, Burns and Allen, or Rudy Vallee. Each week, millions more packed newly-constructed movie theaters in big cities and small towns from coast to coast to marvel at "talking" movies. And pioneers like Louis Armstrong, Billie Holiday, Duke Ellington and others introduced the world to a uniquely American art form called "jazz." Across the country, bankers, corporations and record numbers of working Americans were giddy with their own success.

But the era of good times, good jobs and good wages came to a shuddering halt with the stock market crash of October, 1929.



1930 With a population of 578,249 (98.7% white, 1.3% black), Milwaukee was America's 12th largest city.



1931

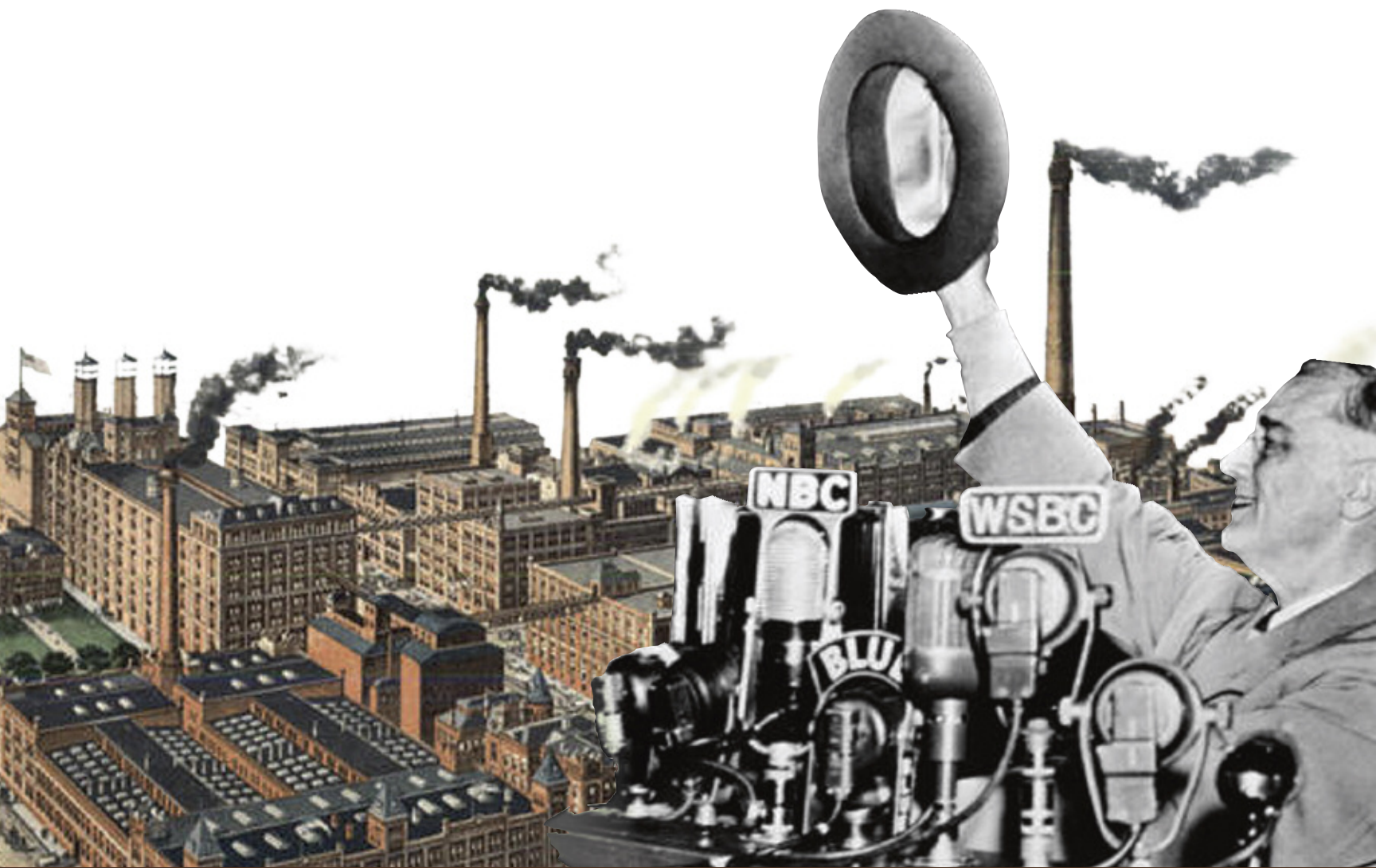
1931 Babe Ruth of the New York Yankees was the most famous athlete in the world. He was paid more than President Hoover because, he once said, "I had a better year than he did!"

The majestic Empire State Building in New York City was completed in 1931, the world's tallest building at that time with 102 stories. Construction took only one year and 45 days. Two years later, the building played a "starring" role in the iconic classic film *King Kong*.



1932

1932 Milwaukee's strong yet diversified manufacturing base survived the initial shock waves from the financial collapse better than many other large cities. But in 1932, what was called the "Milwaukee Miracle" ended abruptly with massive layoffs. Suddenly, once proud homeowners and wage earners found themselves out of work and dependent on soup kitchens or bread lines to feed their families. In just four years, the number of wage earners in Milwaukee had fallen from 117,00 to barely 66,000 -- a staggering loss of 44%. The future looked grim.



1933

1933 The repeal of Prohibition in 1933 was a blow to organized crime, but a boon to Brew City. And late that year, Milwaukee's Pabst Brewery became the first to sell canned beer nationally.

During his first year in office, newly elected President Franklin Roosevelt and Congress began to address the nation's disastrous economic problems with a series of sweeping reforms and investment programs known as the "New Deal." Together these programs focused on the "3 Rs": Relief for the poor, homeless and unemployed; Recovery for the national economy and banking system; and Reform of financial regulations and oversight to avert another depression.



1935

1935 The President's "fireside chats" on the radio would often draw more listeners than the biggest weekly entertainment shows on radio and gave the nation hope.

Amelia Earhart was already one of the most famous women in the world when she became the first person to fly solo from Hawaii to California. Her disappearance somewhere over the Pacific Ocean two years later remains one of the century's greatest mysteries and has spawned almost as many conspiracy theories as the Kennedy assassination.





1937

1937 Under provisions of the Housing Act of 1937, Parklawn became Milwaukee's first public housing development, built by the Works Progress Administration (WPA) at a cost of \$2.3 million. The Housing Act also established the U.S. Housing Authority to provide funding assistance to states and communities for low cost construction of safe, affordable housing for poor or low-income families while also creating livable wage jobs for millions of unemployed tradesmen and laborers.

Parklawn featured a coal-fired boiler house for heating and a number of one-bedroom units for widows ineligible for the new Social Security program because their husbands had not paid into the system before they died. Parklawn's construction also included several iconic limestone sculptures by Wisconsin artist Karl Kahlich, commissioned as part of the Federal Arts Projects, another WPA jobs program.

Parklawn demonstrated how effectively cities and the Federal government can work together to alleviate homelessness, create jobs and improve communities. It was the model and inspiration for the Housing Authority of the City of Milwaukee (HACM) in the next decade.



1939

1939 Two of America's favorite classic films were released in 1939. *Gone With The Wind* starring Clark Gable and Vivien Leigh won a record 10 Academy Awards including Best Picture and is still one of the highest grossing films in history. *The Wizard of Oz*, though popular with film critics of the day, was only a modest hit when released. But whole new generations discovered the film when it was shown annually on network television for many years beginning in 1956. The Library of Congress has declared *The Wizard of Oz* to be the most watched film of all time.

Mayor Daniel Hoan is credited with providing Milwaukee with steady leadership and a sense of optimism through the turbulent decade. He was an ardent and energetic supporter of public housing. First elected in 1916 and serving for 24 years, Hoan's was the longest continuous Socialist administration in U.S. history.





We Can Do It!



1942

1942 Government posters featured *Rosie the Riveter* urging women to take over millions of essential jobs left vacant by men who entered military service to fight the war.

1940-1949: WAR AND RECOVERY By 1940, the American economy was showing signs of solid recovery. New Deal programs and construction projects were putting more Americans to work each year, and those workers were spending their paychecks on goods and services from small businesses across the country. In 1941, President Roosevelt issued an executive order barring federal agencies and contractors from racial discrimination, creating an even larger migration of black Americans from the South seeking well-paying jobs in northern manufacturing centers like Milwaukee.

After the December 7, 1941, attack on Pearl Harbor, the national economy suddenly shifted into overdrive. While millions of young men enlisted to fight overseas, millions more --and a record number of women-- joined the workforce at home to manufacture steel, rubber and fuel; to build planes, tanks, jeeps, ships and weapons systems; and to supply boots, uniforms, tires, engines and all the other essential materials to fight a global war.

1943

1943 The government's War Production Board asked major American industries to try to develop a synthetic rubber compound to aid the war effort. James Wright, an engineer with General Electric, combined boric acid and silicone in a test tube. He accidentally dropped the substance and was amazed when it bounced several feet in the air. *Silly Putty* was born! The popular toy has sold over 300 million of the unique egg containers since then, over 5,000 tons!





1944

1944 The Housing Authority of the City of Milwaukee (HACM) was established in 1944 by Wisconsin State Statute and Milwaukee Common Council resolution. Rudolph J. Nevin served as the first Executive Director from 1944 to 1946. He was succeeded by Milwaukee architect Richard W.E. Perrin who held the position for 25 years. From 1961 to 1971, Mr. Perrin simultaneously served as head of both HACM and the new Department of City Development.



Richard W.E. Perrin

1945

1945 In the spring of 1945, news of *Gertie the Duck* and her six hatchlings living under the Milwaukee River bridge between N. Water Street and Plankinton Avenue received international news coverage and provided a symbol of hope to war-weary people around the world. Gertie and her brood are memorialized with a statue on the Wisconsin Avenue bridge.

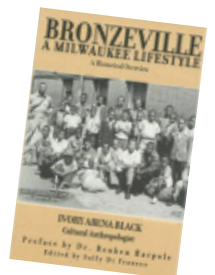




1945

1945 Alfred Eisenstaedt captured this iconic image in Times Square as millions celebrated Japan's surrender to end World War II in August, 1945.

1945 Once the war was over, there was another dramatic shift in the workforce as millions of young veterans came home eager to find good jobs or attend college on the GI Bill. And as the young men returned, millions of young women who played such a vital role in the war effort at home left their jobs to marry those young men and start families of their own. In Milwaukee, the influx of nearly 13,000 black Americans who'd moved here to join the workforce during the war had created a unique community called "Bronzeville" along the corridor of what is now Old World Third Street and Dr. Martin Luther King, Jr. Drive. Often called "Harlem of the Midwest," the Bronzeville neighborhood was famous for its jazz clubs and "juke joints" featuring nationally known performers like Ella Fitzgerald and Count Basie. After the war ended however, many of those workers were laid off or forced out of their jobs to be replaced by returning veterans. Over the next several years, poverty and unemployment led to the deterioration of the once thriving "Bronzeville" and the gradual expansion of the predominantly black community to the north and west city.





1948

1948 In 1948, grateful Milwaukee voters passed a referendum approving bonds to finance permanent veterans' housing to accommodate soldiers returning from the war and the families of those who did not return. In just two years, HACM had completed construction of Northlawn (247 units), Southlawn (330 units) and Berryland (391 units). While the majority of today's residents are not veterans, all three developments still provide much needed affordable housing for hundreds of working families.



1949

1949 In 1949, President Truman signed the recently passed Housing Act of 1949 to provide funding for slum clearance and construction of public housing, a process called "urban renewal" that would reshape the landscape of many American cities for decades to come.





1950-1959: URBAN RENEWAL Five years after the end of World War II, America was again embroiled in military conflict, this time as spearhead of a United Nations mission to restore peace after North Korea invaded South Korea on June 25, 1950. But this much smaller conflict did not have the same huge impact on everyday life of the earlier global war. Much of the prosperity fueled by the high employment of the previous decade carried over into the 1950s.

The "Baby Boom" that began in 1946 was now in full swing. An exciting new medium called "television" enthralled the nation and made overnight celebrities out of stars like Milton Berle, Lucille Ball and Sid Caesar. Running on the slogan "I Like Ike," retired World War II hero Dwight D. Eisenhower was elected president in 1952 and oversaw a thriving economy. He pushed for a major national expansion of the Interstate Highway system which provided still more well-paying jobs across the continent. Big cities and small towns alike were rapidly building elementary and high schools to educate the toddling Baby Boomers being born at a record pace. After the Korean War ended with a ceasefire in 1953, America found itself engaged in a "Cold War" with the world's only other "superpower," the Soviet Union. This led to an unprecedented peacetime military buildup of weapons and new technologies that created still more high-wage industrial jobs. Despite the expanding economy however, large cities like Milwaukee struggled to keep pace with the demand for housing as more people moved to cities in search of better job opportunities.





1950

1950 Under provisions of the 1949 Housing Act, entire neighborhoods in poverty-stricken areas were labeled "blighted" and completely demolished. Often though when redevelopment occurred, it divided or isolated communities rather than creating true neighborhoods. While cities like Chicago packed poor families with children into crowded, often dangerous high-rise buildings, HACM took a different approach. By 1950, the first stage of Hillside Terrace was completed on land designated for urban renewal; six years later, the Hillside Terrace addition, including HACM's first high-rise building, was completed adjacent to the original development for a total of 596 units. Hillside Terrace replaced old derelict buildings to create a safer, cleaner and friendly neighborhood environment.





1952

1952 Westlawn, the state's largest public housing development with 726 units, was completed on this site of the Hackbarth farm near Silver Spring Drive between 60th and 68th Streets.





1957

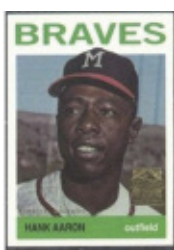
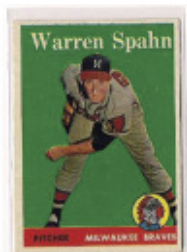
1957 Led by National League MVP Hank Aaron, the Milwaukee Braves defeated the New York Yankees to win Milwaukee's only World Series Championship, 4 games to 3. Aaron along with teammates Eddie Mathews and Warren Spahn were all enshrined in baseball's Hall of Fame after they retired.

1958

1958 Silver Spring Neighborhood Center (SSNC) was founded as a "settlement house" to serve Westlawn public housing residents and other families in the surrounding northwest side neighborhood. SSNC began as a 3,000 sq. ft. afterschool program and, over the next 52 years, grew into a 50,000 sq. ft. community center that provides a stabilizing force in the neighborhood as well as comprehensive services that include: quality early childhood education; adult education and job skills training; alternative school and community learning centers; strong youth recreational and leadership programs; a food pantry, and a nursing center managed by UWM's College of Nursing.

1959

1959 What would eventually become the Convent Hill development was originally the site of a motherhouse founded in 1850 by the School Sisters of Notre Dame and Sister Caroline Friess. Over many decades, the Sisters added a large convent and chapel with a stonewalled courtyard on a hill in Milwaukee. By the late 1950s however, the old convent buildings were in disrepair and the Sisters had long ago relocated to another part of the city. HACM acquired the property and over the next few years demolished the dilapidated structures and refurbished the land to make it suitable as the site of the first high-rise designed specifically for the elderly. HACM also salvaged the old convent's bells and restored them to a place of honor on the site when the Convent Hill development was completed in 1961.



Teenage girls across the country were heartbroken when Elvis Presley was inducted into the U.S. Army.



1960-1969: NEW PROBLEMS, NEW OPPORTUNITIES "It's time for a new generation of leadership to cope with new problems and new opportunities," declared John F. Kennedy during his 1960 presidential campaign against Richard Nixon. After his election victory, Kennedy inherited a still vibrant economy with unemployment at under 6% and inflation hovering between 1-2%. The young President committed the nation to space exploration and was determined to enforce the array of civil rights affirmed by courts and Congress in the late 1950s. But tragedy struck when Kennedy was assassinated on November 22, 1963. Lyndon Johnson ascended to the presidency and diligently pursued JFK's agenda along with his own vision for a "Great Society" and a national "war on poverty."

However, sweeping social change did not come easily. Hard-line segregationists fought reform on the streets and in state legislatures. Johnson's decision to escalate U.S. military presence in Vietnam ignited angry protests and anti-war demonstrations in cities across the nation. At the same time, social issues like Women's Rights, birth control and recreational drug use were dividing many families along generational lines. And within just five years of Kennedy's untimely death, his brother Robert, and national civil rights leaders Malcolm X and Dr. Martin Luther King, Jr., were also slain by assassins.

By 1960, Milwaukee's population had burgeoned to an all time high of 741,324 -- up 16% in just 10 years. The number of black residents had nearly tripled to over 62,000. As one of the nation's largest manufacturing centers, Milwaukee was called "Machine City," leading the world in production of diesel and gas engines, outboard motors, motorcycles, tractors, padlocks and --of course-- beer. Locally, black activists and their thousands of white supporters rallied behind Father James Groppi to demonstrate for fair housing, family assistance, school integration and equal job opportunities for Milwaukee's poor and underemployed.



1962

1962 Flying aboard the spacecraft Friendship 7, John Glenn became the first American to orbit the earth, a major first step in President Kennedy's mission to put an American on the moon.



1964

1964 In February, 50 million American households tuned in to watch the Beatles make their television debut on *The Ed Sullivan Show*.

1964 Founded in 1964, Beckum-Stapleton Little League has been serving Milwaukee's youth through sports for almost 50 years by emphasizing the importance of character, teamwork and pursuit of excellence. According to its founder, James Beckum, it is the longest-running league for African American youth in the United States.

Throughout the turbulent decade, HACM worked diligently to meet the growing need for affordable public housing by constructing the last two family developments built on land designated for urban renewal. In 1964, Lapham Park was completed providing 170 modern family units and an 8-story high-rise with 200 units to accommodate seniors and disabled residents.





MERRILL PARK



MITCHELL COURT

COLLEGE COURT

1967

1967 The Green Bay Packers crushed the Kansas City Chiefs 35-10 in the first Super Bowl, then known as the AFL-NFL World Championship Game.



1967 Milwaukee's fifth public housing family development, Highland Park, opened to provide clean, safe housing for 56 families as well as twin high-rise towers that housed an additional 220 seniors and disabled residents. Over the next four years, HACM developed ten more high-rises with an additional 1,681 units created specifically to meet the special needs of the elderly or disabled: Riverview, Cherry Court, Holton Terrace, Merrill Park, College Court, Arlington Court, Locust Court, Becher Court, Lincoln Court and Mitchell Court.



HIGHLAND TWIN TOWERS

RIVERVIEW

LOCUST COURT



1968

1968 In April at the urging of President Johnson, Congress passed the Federal Fair Housing Act--just one week after the assassination of Dr. Martin Luther King, Jr. The new law prohibited discrimination based on race, color, national origin or religion in the sale or rental of housing.

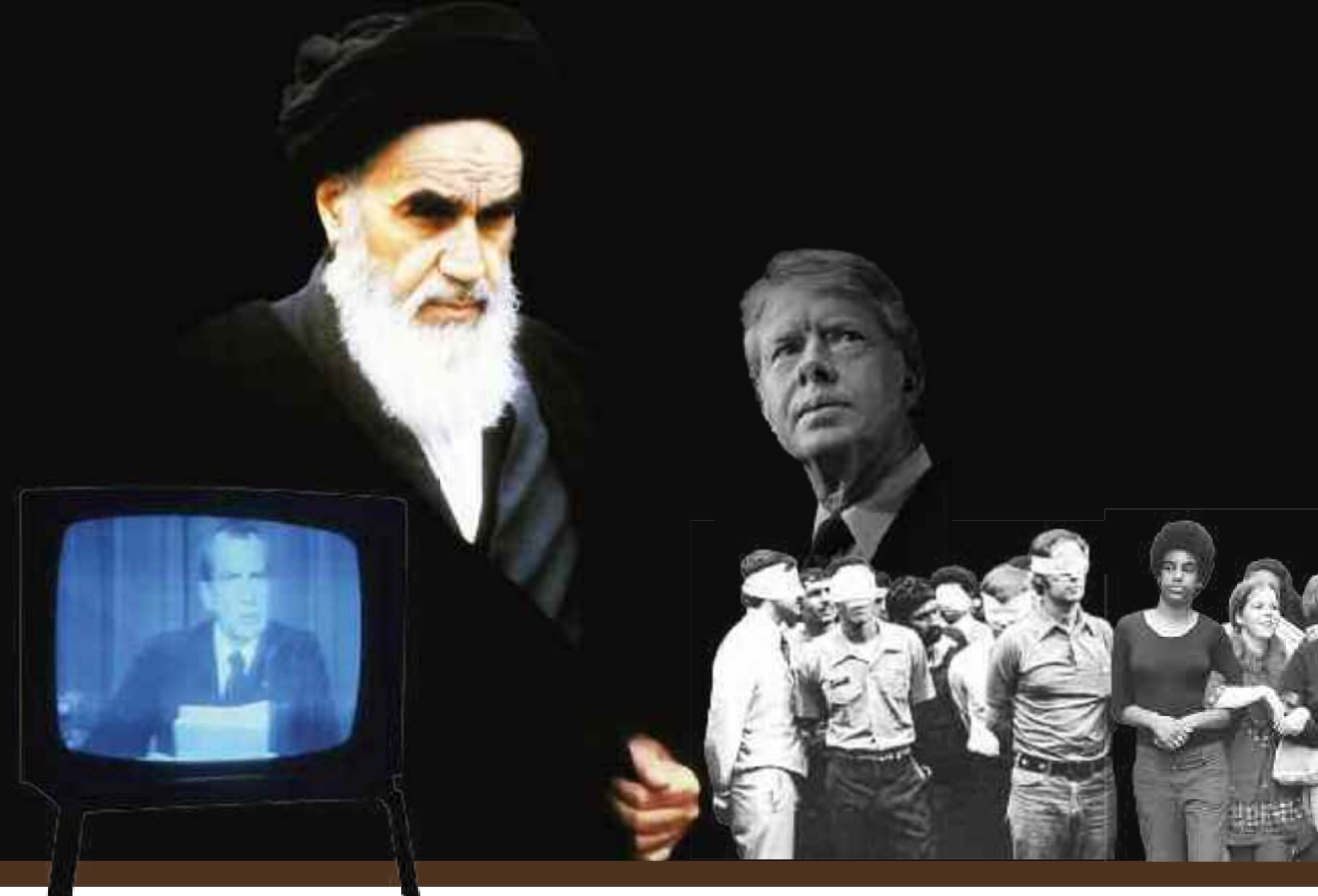
1969

1969 Congress passed the Brooke Amendment to limit the amount of rent that a public housing tenant would pay to 25% of their income (raised to 30% in 1980). The amendment also authorized federal subsidies to offset operating deficits caused by the limits on rent. Prior to this major change, HACM relied completely on rent to cover all costs and was forced to set rents accordingly. The Brooke Amendment made it possible for even more struggling families to secure adequate housing while helping HACM maintain higher standards of cleanliness, safety and security.

1969 From August 15th to the 18th, over 500,000 concert-goers gathered on a 600-acre farm near the small town of Bethel, New York, to see 32 acts perform outdoors. Performers included Jimi Hendrix, Janis Joplin, Bob Dylan, the Who and many more future stars. Woodstock is listed among *Rolling Stone Magazine's* "50 Moments That Changed The History of Rock and Roll."

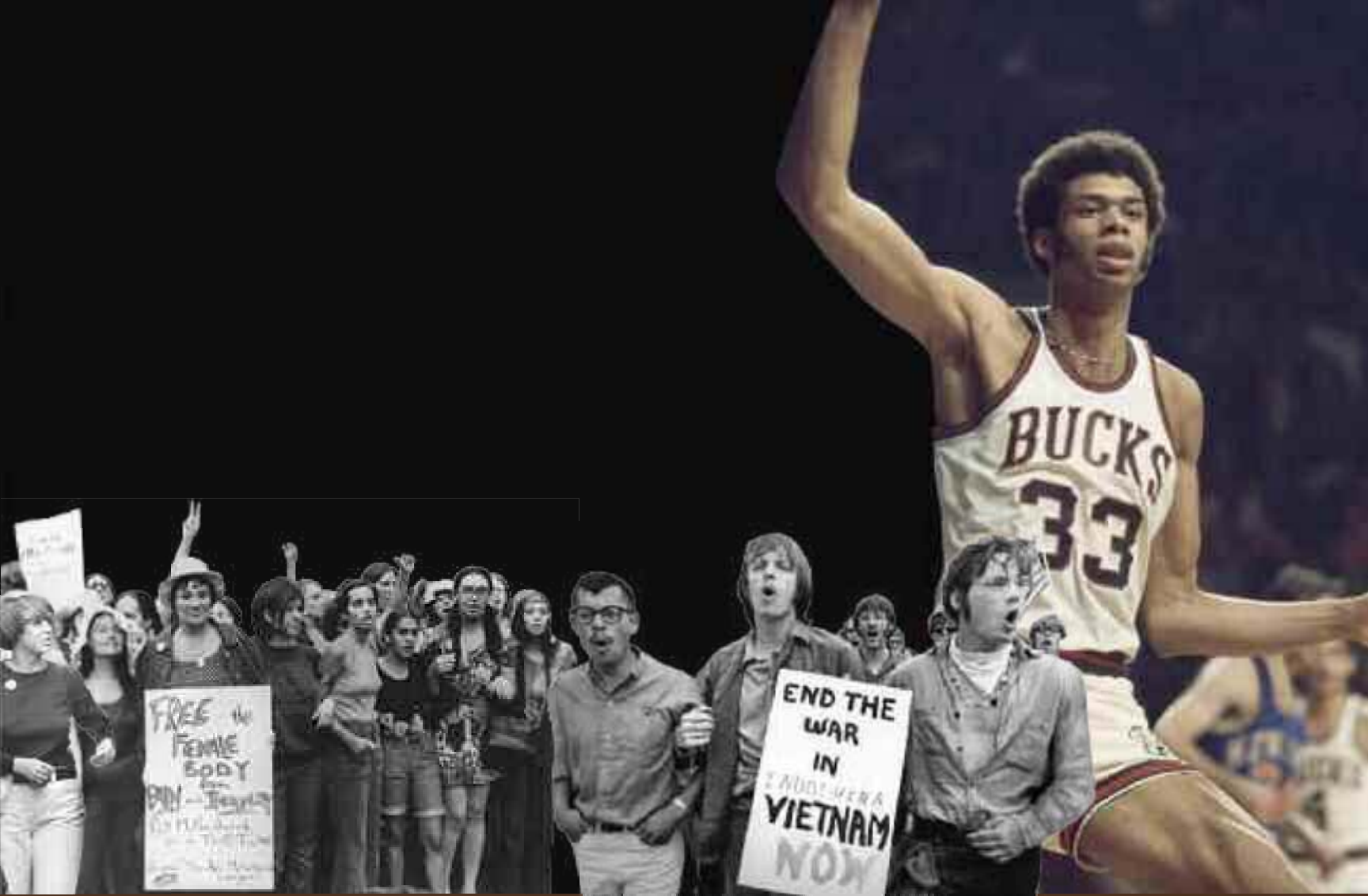
"One small step for man, one giant leap for mankind." President Kennedy's dream came true in July of 1969 as Commander Neil Armstrong of the Apollo 11 spacecraft became the first man to walk on the moon.





1970-1979: A DECADE WITHOUT A NAME Pundits and historians have never agreed on a definitive moniker for the 1970s. One author, Pete Carroll, ironically titled his history of the decade *It Seemed Like Nothing Happened*. Of course plenty of things happened, but in seemingly random, illogical ways no one could have predicted. Early on the political, cultural and social trends of the 60s continued to dominate, at least through Richard Nixon's 1974 resignation. Then while feminism, civil rights issues, marijuana, birth control and pornography lingered in the public consciousness, millions of other Americans embraced conservatism, flag waving, televangelists, overseas investment, cocaine and a major population shift to the Sun Belt. When Jimmy Carter was elected in 1976, most people hoped the worst days of Watergate and Vietnam were behind, and the country would finally come together. But other divisive issues and unforeseen events arose: crippling gas prices, the Iranian hostage crisis, school busing, affirmative action, rising unemployment and inflation.

By 1970, Milwaukee's overall population had fallen 3% in ten years to 717,099. At the same time, the black population had soared by 68% to over 105,000. With rising unemployment and inflation, the need for still more public housing intensified. But, the decade also inspired new thinking and dramatic changes in the way public housing was managed. One significant change was the introduction of a new concept called "scattered site" housing. The theory, vigorously supported by Mayor Henry Maier, was that public housing need not, and should not, be built only in deteriorating neighborhoods with high concentrations of poor minorities.



1970

1970 Milwaukee fans were heartbroken when the Braves moved to Atlanta after the '65 season. But in 1970, local businessman Allen "Bud" Selig purchased the struggling Seattle Pilots and brought them to Milwaukee as the Brewers. The team captured the American League pennant in 1982, but lost a thrilling World Series to the St. Louis Cardinals.



1971

1971 Former Milwaukee Common Council President William Ryan Drew succeeded Richard W.E. Perrin as Commissioner of the Department of City Development and as Executive Director of HACM, positions he would hold for the next 17 years.



William Ryan Drew

In response to increasing student activism on campuses across the country, the 26th Amendment was passed to lower the nation's voting age from 21 to 18.

In just their third season of existence, the Milwaukee Bucks -- led by Lew Alcindor, better known now as Kareem Abdul-Jabbar-- swept the Baltimore Bullets in 4 games to win Milwaukee's only NBA Championship in 1971. Abdul-Jabbar also led the league in scoring and was voted MVP that year.



1972

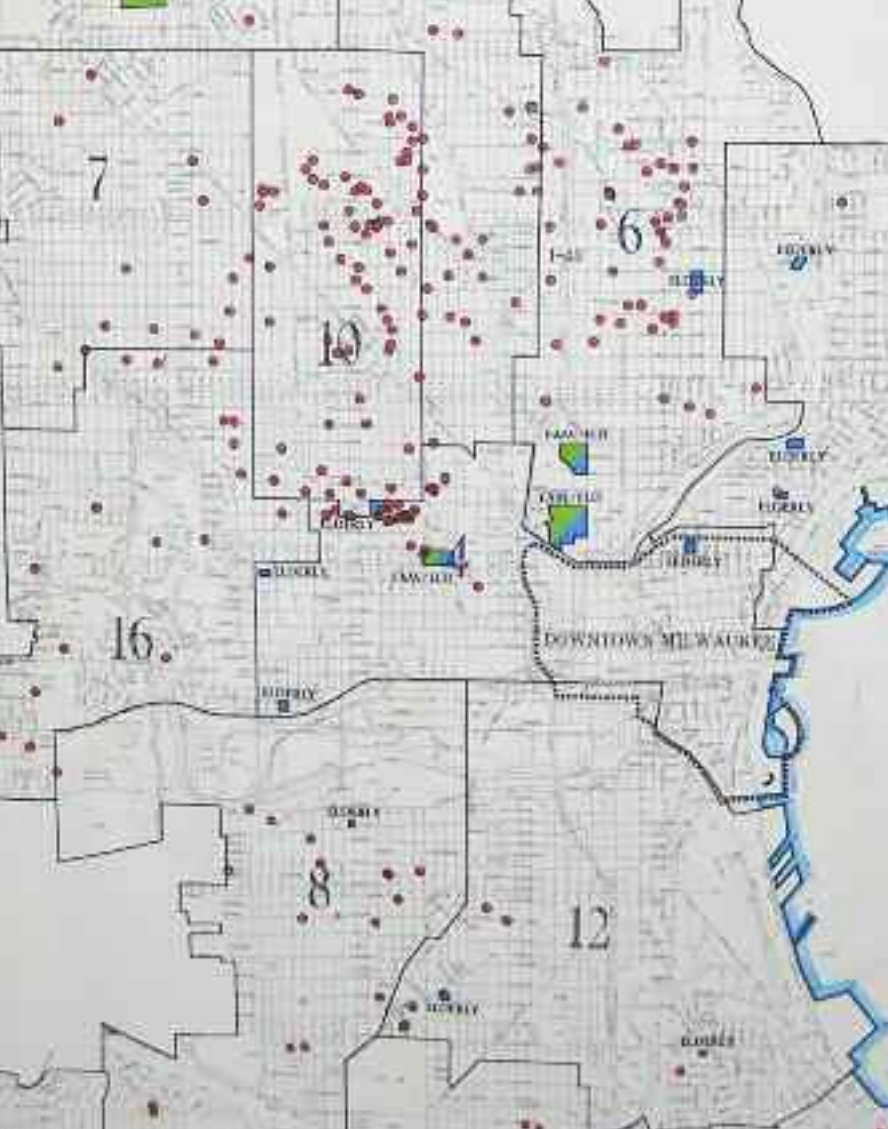
1972 HACM was among the first housing authorities in the nation to receive federal funding to develop scattered site housing. By 1972, there were 193 scattered site units blended into several Milwaukee neighborhoods.

That same year Alberta Lessard, a school teacher from West Allis, Wisconsin, was involved in a landmark Supreme Court decision. In 1971, Lessard had been taken into custody and committed to a mental institution after what police described as a suicide attempt. At the time most state laws, including Wisconsin's, were overly broad or vague and allowed anyone to be involuntarily committed in overcrowded mental hospitals if that person was "a proper subject for custody and treatment." In the *Lessard v. Schmidt* decision, the U.S. Supreme Court ruled that the only time the mentally ill could be forcibly committed against their will was if they were shown to be an immediate physical threat to themselves or others. As a result, thousands of the mentally ill were released without adequate public support or resources to help them cope with their condition and reintegrate into the community. Many with chronic illness ended up homeless or in prison while others looked to public housing for shelter. For nearly 40 years now, HACM has met this challenge by providing not only safe, affordable housing, but also the special services and accommodations to help those with mental illness live fuller lives with greater self-sufficiency.



1974

1974 Congress passed the Federal Housing and Community Development Act, which included a provision called the Section 8 Voucher Program. Under this provision, those who qualified for the voucher need only pay 30% of their income to participating private landlords; HACM pays the difference for fair market rent on the privately-owned apartment or rental home. The Section 8 program has helped deconcentrate poverty by enabling low-income families, single mothers and the elderly relocate into cleaner, safer neighborhoods throughout the city and suburbs -- where research shows they find better employment opportunities and earnings, and their children perform much better in schools. For responsible private landlords, the Section 8 Voucher Program provides steady and secure income.

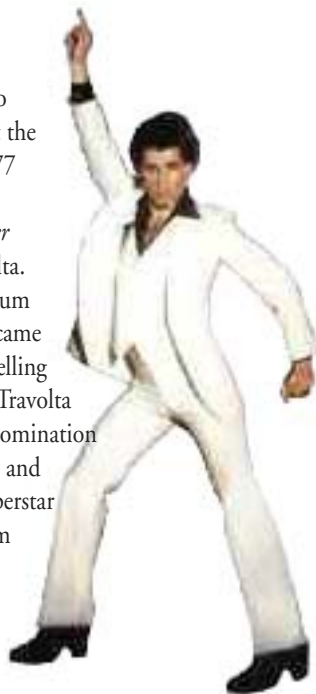


1976

1976 The Supreme Court's decision in the 1976 case of *Hills v. Gatreaux* validated the scattered site concept HACM helped pioneer by ruling that forcing poor or low-income residents to live in substandard housing or derelict neighborhoods violated HUD guidelines and the Civil Rights Act. Taken together, the Supreme Court decisions in *Lessard v. Schmidt* and *Hills v. Gatreaux* combined with the Section 8 Voucher Program have helped HACM integrate thousands of families, the elderly and nonviolent citizens with treatable mental illness into clean, safe affordable housing in vibrant communities throughout greater Milwaukee.

1977

1977 The Disco phenomenon swept the nation with the 1977 release of the film *Saturday Night Fever* starring John Travolta. The soundtrack album by the Bee Gees became one of the biggest selling records of all time. Travolta received an Oscar nomination for his performance and became a movie superstar and cultural emblem of the decade.



1978

1978 An agreement between city and county government and the Milwaukee Boys Club led to the opening of the Hillside Community Center to serve neighborhood boys. Seven years later, the organization expanded its mission to include girls as well, and the branch is now called the Pieper-Hillside Boys & Girls Club.

The popular sitcom *Good Times* ended a successful six year run on CBS. Esther Rolle and John Amos starred as struggling parents raising three children in a Chicago high-rise housing project much like the notorious Cabrini Green. Jimmy (J.J.) Walker quickly became a breakout star with his catchphrase "Dy-no-mite!"





1980-1989: A GROWING DIVIDE When Ronald Reagan was sworn in as 40th president on January 21, 1981, the nation was still in the grips of double digit unemployment and inflation as well as growing trade and budget deficits. In response, Reagan and Congress pushed through the largest tax cut in history to spur private sector investment to create jobs. Many Wall Street investment firms used "leveraged buyouts" to take over weak American manufacturers, sell the company's industrial assets and invest the proceeds overseas. While the stock market soared and investors reaped record profits, wages for lower- and middle-class workers stagnated, resulting in a growing economic divide and transfer of wealth from the middle-class to the highest income brackets. Halfway through the decade, unemployment was down, but wages were lower with the loss of high paying factory jobs. At the same time, abortion, religion and morality, AIDS, unwed teenage mothers and welfare continued to provoke often acrimonious debates. Parents worried about the influence of rock stars, rap artists and MTV on their teenagers. And, a new scourge called "crack" -- a far more potent, but lower cost, smokable derivative of powdered cocaine -- emerged to terrorize the nation's central cities with an epidemic of addiction, gang violence, guns and crime.





1981

1981 After only 69 days in office, President Reagan survived an assassination attempt by John Hinckley. Reagan famously told his wife Nancy, "Honey, I forgot to duck." The President resumed his official duties the next day.



1983

1983 With the initial success and widespread acceptance of scattered site housing in the 70s, HACM was able to obtain additional federal funding to acquire and refurbish 131 additional scattered site units in safe, integrated neighborhoods throughout the city.

1984

1984 Just five years after the popular sitcom *Good Times* ended its successful run, America was absorbed by another -- but very different -- portrayal of life in an African American family. *The Cosby Show*, created by and starring comedian Bill Cosby, began its 8 year reign as the nation's favorite television family. Cosby played Dr. Cliff Huxtable, a successful obstetrician married to an equally successful attorney played by Phylicia Rashad. Together they raised four daughters and a son, presenting a positive image of a loving, close-knit family. The show was the highest-rated program, among both blacks and whites, for an unprecedented five consecutive seasons.





1985

1985 Portraying herself as the "Material Girl", singer Madonna racked up huge record sales while parents worried about her provocative lyrics and costumes influencing their teen and pre-teen daughters.

On July 13, an estimated 1.5 billion of the world's 5 billion people witnessed a global phenomenon: *Live Aid*, the largest single rock concert ever staged to raise money to fight famine in Africa. A pet project of Bob Geldof, lead singer for the Irish rock group called the Boomtown Rats, *Live Aid* featured 75 of the biggest musical acts in the world. At one point during the 16 hour concert, some reports stated that an astonishing 95% of the world's TV sets were tuned into the satellite broadcast. The concert raised over \$127 million in emergency famine relief for African nations. Geldof was later knighted by Queen Elizabeth II for his efforts and continues to raise millions of dollars each year to combat global hunger.

1987

1987 "Greed is good. Greed is right. Greed works." With those famous words, Michael Douglas starred as the nefarious Gordon Gekko in *Wall Street*, one of the decade's biggest movies. Douglas won an Oscar as Best Actor for the role, and the American Film Institute named Gekko as one of the 50 greatest villains in movie history.

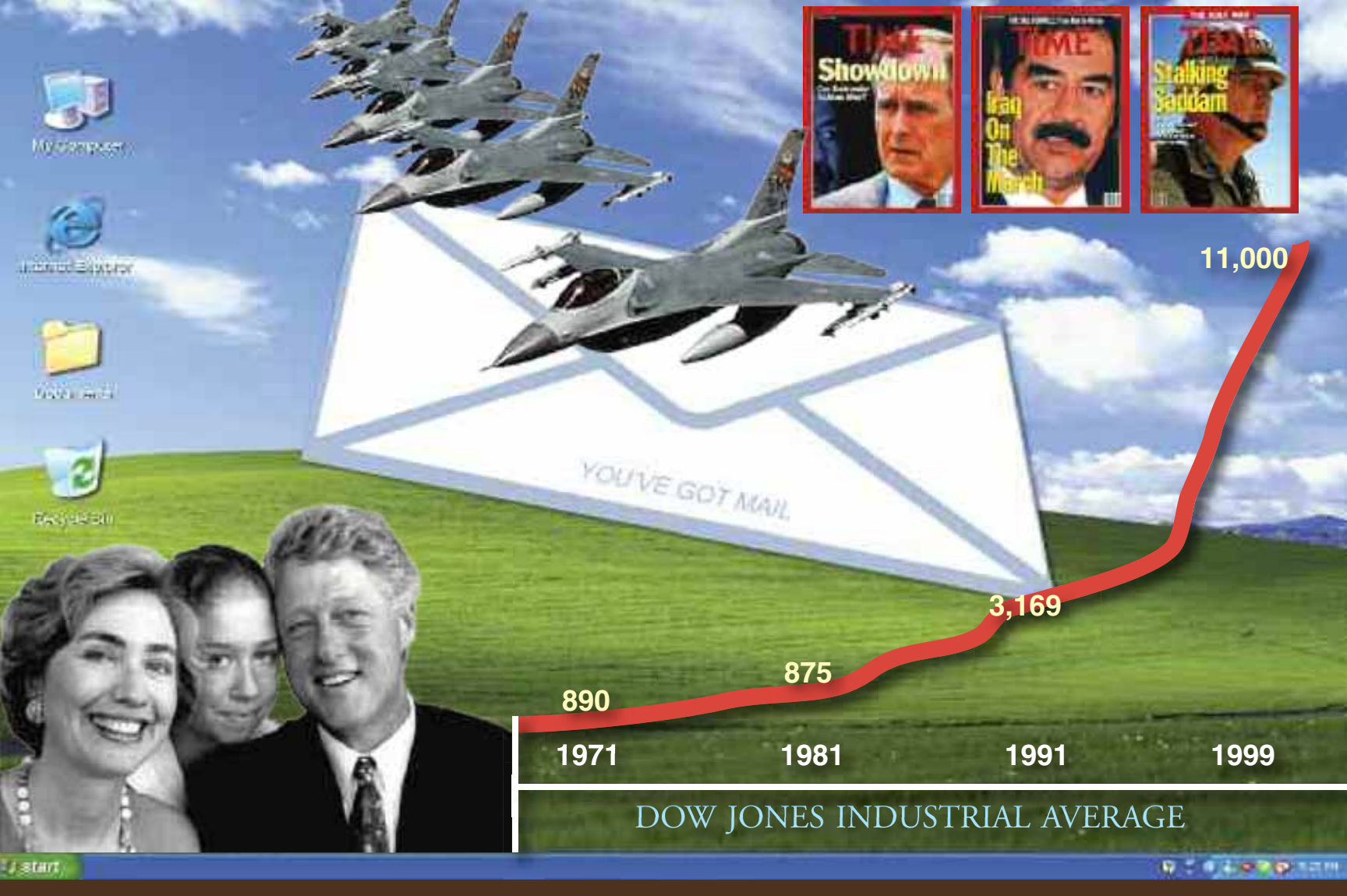


1988

1988 In the late 80s, HACM witnessed firsthand the devastation caused by crack cocaine as it spread into communities across the nation. Congress took action to help cities fight back, allocating funds for a national Public Housing Drug Elimination Program. This funding -- over \$1 million annually -- allowed HACM to hire well-trained and qualified security personnel to combat drugs and eliminate gang activity in each of our multifamily developments. HACM also initiated effective programs in crime prevention, public safety and anti-drug education for youth. While HUD and Congress eliminated funding for these programs in 2002, HACM has drawn from our Capital Fund Program and Operating Subsidy to maintain our public safety division and 24/7 security patrols; last year, the public safety division responded to 10,161 calls for assistance in emergency, non-emergency and quality of life issues.

After 28 years in office, Henry Maier retired as the longest-serving mayor in Milwaukee history. He was succeeded by Wisconsin State Senator John Norquist, who would serve until 2004. Both men championed the cause of public housing and supported innovative solutions that helped make HACM a model for housing authorities across the nation. During this same period, Congress began to respond to city leaders like Milwaukee's Mayor John Norquist and address many other public housing issues that had been neglected for several years. Reacting to growing needs and civil rights demands from people with disabilities, Congress amended the Fair Housing Act to ban discrimination against the disabled in all public housing. Two years later under President George H.W. Bush, Congress would amend the Americans with Disabilities Act (ADA) to also prohibit discrimination in employment, public transportation, telecommunications and accommodations such as hotels, stores and restaurants. These laws required that design of any new public housing meet certain minimum standards of accessibility, adaptability and safety for disabled residents.





1990-1999: THE END OF A CENTURY Rapid and dramatic global change was the hallmark of the last decade of the 20th century. The decade began with conflict as Iraqi dictator Saddam Hussein invaded the neighboring nation of Kuwait. In response, President George H.W. Bush was able to quickly build a coalition of more than 20 nations led by the U.S., Great Britain and France under the command of General Norman Schwarzkopf. The coalition used superior air power to decimate and repel the Iraqi army in only 210 days. Bush's popularity soared with voters at first. But by November, 1992, he was defeated for a second term by Bill Clinton, the nation's first "Baby Boomer" president. By then, the Soviet Union had completely dissolved; cell phones, pagers, home computers and the Internet changed the way millions of people lived and worked. The North American Free Trade Act (NAFTA) opened up markets in Canada and Mexico, and again, the stock market soared. The second half of the decade marked the longest stretch of such sustained economic growth in U.S. history, a period in which over a million Americans became millionaires by investing in the rising stock market or by getting in on the ground floor with one of the hundreds of wildly successful Internet start-ups. In fact, Forbes magazine reported in 1999 that on its list of the 400 richest Americans, 250 were billionaires -- up 60 in just one year.

However, the "New Economy" affected different sectors of the workforce in different ways. The top percentile of managers in investment firms, banks and new Internet enterprises earned high salaries and generous bonuses, but midlevel managers and blue-collar workers often continued to struggle. This second tier of workers saw small economic gains, but often had to work longer hours or take second jobs to maintain their lifestyles or send their children to college. Unskilled workers suffered the most when -- continuing the trend from the 80s -- many companies merged or sold off equipment and moved operations outside the U.S. where the costs of wages and benefits were substantially lower.

By 1990, Milwaukee's population had declined to just over 628,000 and blacks now accounted for over 35% of that total. And with many well-paying manufacturing jobs moving to the suburbs or leaving the state, hardworking low-income families kept struggling to find safe, affordable, well-maintained housing in the city. Working with HUD and other federal agencies, HACM continued to address this pressing need in a variety of ways.





1991

1991 The Milwaukee Community Service Corps (MCSC), founded in 1991, is an award-winning, nationally-recognized urban youth corps with a mission to integrate education, hands-on training in the building trades, leadership development, and community involvement that has trained more than 1,800 at-risk central city youth, ages 16 to 24. HACM has worked directly with MCSC since its inception, even partnering on Youth Apprenticeship and Youthbuild grants.



1992

1992 Congress voted to provide up to \$625 million a year to the HOPE VI (Housing Opportunities for People Everywhere) program to help revitalize the most distressed public housing projects in the nation and help local housing authorities focus on the "New Urbanist" techniques championed by Mayor Norquist to make public housing more pedestrian-friendly, transit-accessible and safer for all residents. This new thinking also emphasized the use of sustainable building materials and improved energy efficiency to control construction and maintenance costs.

But HOPE VI is about much more than just physical transformation; it is also about making positive changes in people's lives. HOPE VI provides funding for a wide range of community and supportive services to help low-income families improve their quality of life and move toward self-sufficiency. Studies by the Planning Council of HACM's first five HOPE VI grants have shown that HOPE VI revitalization efforts led to a 54% increase in property valuations in HOPE VI neighborhoods vs. a 38% increase for city-wide properties, and that wages of residents living in HOPE VI neighborhoods increased an average of 31% over baseline levels.

Also in 1992, the City of Milwaukee and Milwaukee County formed a Blue Ribbon Commission to work with HACM on ways to better address the specific needs of the diverse residential population mixed among our 14 high-rise developments. After reviewing the Commission's recommendations, Congressman Gerald Kleczka was instrumental in passing new national legislation to allow "designated housing plans": separate developments to meet the specific needs of the elderly or those with disabilities. HACM's designated housing plan was just the second in the nation to receive HUD approval.





1993

1993 Hillside Terrace was among the first public housing developments in the nation to be awarded a HOPE VI grant for neighborhood revitalization, receiving a total of \$45 million. In just six years, Hillside was first in the nation to complete its revitalization project, closing out its HOPE VI grant on time and on budget.

Hillside Terrace received national recognition and awards from *Architectural Record* magazine and the Congress of New Urbanism. More importantly however, HOPE VI community supportive services combined with neighborhood revitalization to boost the percentage of Hillside families with earned income from 17% to 60% by 1999.

1995

1995 HACM, Milwaukee County Department on Aging, SET Ministry, Inc., and the Lapham Park Resident Organization formed the Lapham Park Venture, with the goal to create a continuing care community for low-income seniors. The Lapham Park Venture has since become a national model for affordable housing with services for seniors, and has won several awards, including finalist for the 2000 Innovations in American Government award, the 2004 National Social Advocacy Award from the American Planning Association, and the 2007 Gold Award for Municipal Excellence from the National League of Cities. The Venture was estimated to save more than \$1 million in annual Medicaid costs because residents were able to age-in-community rather than moving to more expensive skilled nursing care.

1996

1996 After several years of serving children through temporary programs at Parklawn, the YMCA of Metropolitan Milwaukee opened the nation's first YMCA permanent branch centered within a public housing development.

Adopting many innovations of Wisconsin's successful Welfare Works (W2) Program spearheaded by Governor Tommy Thompson, Congress passed a national welfare reform bill signed into law by President Clinton. The new legislation ended welfare as an entitlement; required recipients to begin work within two years; placed a lifetime limit of five years on cash benefits; and toughened enforcement of child support. Since then, HACM's Resident Employment Coordinators have helped thousands of residents make the transition from welfare to work.



1997

1996 Friends of Housing Corporation was founded by Executive Director Armando Gutierrez as a spin-off organization from HACM with a mission to develop high quality housing and to provide innovative housing management that generates economic opportunity for its residents. Friends was created in part to take advantage of the flexibility and funding available for nonprofits, and to create competition that could challenge HACM staff to improve our operations. In 1998, Friends became a completely independent nonprofit organization. Today, Friends manages more than 1,800 units for HACM and other property owners.

1997 The world was spellbound by non-stop news coverage of the sudden, tragic death of Diana, the Princess of Wales, and her billionaire boyfriend, “Dodi” Fayed. Just past midnight on August 31, a limousine carrying the couple went out of control and crashed in a Paris tunnel while fleeing the paparazzi. Several days afterward, over 1 billion people watched Diana’s funeral on a global satellite broadcast.

James Cameron’s epic production of *Titanic* became the first movie to gross \$1 billion in ticket sales, and made an overnight movie star out of the previously little-known actor, Leonardo DiCaprio. The film garnered 14 nominations and won 11 Oscars, including Best Picture and Best Director.

1998

1998 Congress passed the Quality Housing and Work Responsibility Act (QHWRA) which revised public housing rules regarding minimum rent and also required non-working adults to perform 8 hours of community service each month. Public Housing Authorities were also allowed to establish income-targeting policies; create mixed-finance developments; implement pet policies; and allow flat rents for public housing residents.

HACM received its second HOPE VI grant for over \$34 million to revitalize the historic Parklawn development. Besides refurbishing the apartments and improving the infrastructure, the project also included the development of the award-winning Central City Cyberschool. This modern, technology-based charter school provides quality education for 350 students, half of whom live in Parklawn. HACM also received the Mayor’s Design Award for Parklawn’s Monument Park which features a gazebo, restoration and exhibit of the original WPA limestone statues, and historical storyboards.





2000-2010: A NEW MILLENNIUM Hardly anyone alive in 2000 had ever witnessed a "turn of the century," much less the dawn of a new millennium. So, few people knew exactly what to expect. Some religious sects predicted the "end of the world." At the same time, a design flaw in computer hardware and software known as the "Y2K problem" or "millennium bug" created widespread panic that computers would malfunction, causing failures of economic, transportation, communications and medical systems worldwide. Computer programmers scrambled to try to fix the problem, but fears were still rampant. Yet when the clock turned midnight on January 1, 2000, the world had survived -- but there were still dramatic changes and challenges in store.

In America, the presidential election of 2000 was one of the most divisive in the nation's history. On election night, major television networks used exit surveys to project that Democrat Al Gore would win Florida's popular vote and 25 electoral votes. Just a few hours later, however, the same networks reversed themselves, declaring that Republican George W. Bush had won Florida and, therefore, the Electoral College vote over Gore by 271-266 -- even though Gore received over 500,000 more votes nationwide. For over 30 days of legal wrangling, no one knew for certain who the next president would be. The Florida Supreme Court ordered a partial recount in disputed counties, but that decision was overturned on December 12 by the U.S. Supreme Court in a 5-4 decision. On January 20, 2001, George W. Bush took the oath of office to become the nation's 43rd president.

The September 11, 2001, terrorist attack on our nation rallied the country behind the new president as Americans and much of the world reeled in shock, anger and grief over the loss of nearly 3,000 lives in this unprecedented attack on American soil. President Bush responded by calling for a "global war on terror" and sent U.S. troops into Afghanistan to displace the radical Taliban regime and pursue the al-Qaeda terrorists' leaders who planned the 9-11 attacks. But political divisions resurfaced in 2003 as Bush ordered 150,000 American troops into Iraq. The nation was almost as deeply divided over the Iraq war as it had been 30 years earlier over Vietnam. Much of the anger over social issues that had been put aside in the wake of 9-11 resurfaced as well: abortion rights, stem cell research, prayer in schools



Election 2008



and gay rights all fueled passionate debate across the country. There was a widening financial disparity as companies and manufacturers continued to merge or move production overseas, leading to layoffs for workers at home.

After a spirited presidential campaign against Democrat John Kerry, George Bush was re-elected in 2004. U.S. military engagement in both Iraq and Afghanistan was costing over \$10 billion a month, forcing cutbacks in funding for education, healthcare and social programs, including housing authorities in cities across the nation. And behind the scenes, an emerging crisis in the subprime mortgage industry plus wild speculation in dubious financial instruments, loan defaults and plummeting home values had pushed the U.S. economy to the brink of the biggest financial collapse since 1929.

In November of 2008, less than 50 years after passage of the historic Civil Rights Act, Barack Obama became the first African-American elected to the Presidency of the United States. But even before Obama took office, the economic crisis that was festering in the background finally erupted, sending shock waves through financial markets around the world. Seemingly overnight, millions of Americans lost their jobs, investments or retirement savings; pension funds were suddenly depleted; home equity vanished; and mortgage lenders declared bankruptcy. Millions of families had their homes foreclosed and were forced to survive with help from family or friends, community food banks, social service agencies, and homeless shelters. To quell the threat of further economic turmoil, Congress passed a \$787 billion stimulus package to extend unemployment benefits for millions, to preserve or create jobs, and to help stabilize local and state governments.

Today after nearly three years, the national economy shows encouraging signs of recovery. Here in Milwaukee, HACM continues to collaborate with local, state and federal government to provide safe, affordable housing and economic opportunity for families and individuals willing to work hard to attain self-sufficiency -- just as we have for the past seven decades.



2000



Ricardo Diaz



Antonio M. Pérez

2002

2000 After almost twelve years of leadership in which HACM became a cutting edge leader in providing quality housing and supportive services, Ricardo Diaz left HACM to eventually head the United Community Center. Antonio M. Pérez, the founder and Executive Director of Milwaukee Community Service Corps, was confirmed as HACM's new Secretary-Executive Director. Congress and HUD created the Section 8(y) homeownership program, allowing Housing Choice Voucher holders to use their rental vouchers towards the payment of a mortgage, rather than just for renting. HACM also has a Section 32 homeownership program which began in 1993 and allows public housing eligible households to purchase a home and receive up to \$25,000 in the form of a forgivable second mortgage to help them meet the purchase price. These two programs have made homeownership affordable for low-income homebuyers that meet eligibility requirements. From 1993 to 2010, 213 homes with an assessed value of \$10.6 million were sold in the Section 32 program, and from 2000 to 2010, 176 homes with a value of \$15.4 million were purchased by Section 8(y) buyers.

2002 Townhomes at Carver Park became Milwaukee's first example of a "mixed-income community," seamlessly blending 51 public housing units, 51 tax credit units and 20 market-rate units into one socially and economically integrated neighborhood. This \$26 million revitalization of the old Lapham Park family development combined funding from HOPE VI with HACM's first award of low-income housing tax credits from the Wisconsin Housing and Economic Development Authority (WHEDA). Low-income housing tax credits have been an important breakthrough for housing authorities nationwide, providing access to vitally needed development money to offset substantial budget reductions in the HOPE VI program.

2002 Former Mouseketeer Britney Spears would become the decade's biggest selling female artist and a tabloid sensation for her erratic behavior and stormy personal life.

In just days after its introduction, millions had rushed out to buy Apple's lightweight, pocket-sized iPod portable music player. With a storage capacity of up to 1,000 songs, people could now take their entire music collection virtually anywhere. As Apple CEO Steve Jobs remarked, "Listening to music will never be the same again."



2003

2002 Rap and Hip Hop music began to dominate commercial airwaves and record sales. Detroit rap artist Eminem (real name: Marshall Mathers) would top the decade by selling over 32 million albums.



2003 HACM built a new subdivision of 20 single-family homes within the revitalized Parklawn public housing development. Despite being bordered on three sides by public housing, these affordable homes were all sold to market rate buyers within one year.

To better serve the many public housing residents without bank accounts or experience in money management, HACM partnered with the Wisconsin Women's Business Initiative Corporation (WWBIC) to provide basic financial education to interested residents. After completing a series of classes on bank accounts, credit, budgeting and savings called "Make Your Money Talk", residents can choose to begin saving in an Individual Development Account (IDA) where each dollar saved is matched 2:1 from WWBIC's federal grant and HACM funds. Between 2003 and 2010, more than 464 residents completed the "Make Your Money Talk" program and 398 started an IDA account: 35 residents used their savings to further their education, 28 started their own business and 47 purchased their own home.

HACM received its fourth HOPE VI grant in the amount of \$19 million as well as over \$10 million in tax credits to revitalize the Highland Park development. The old Highland Park had 56 very large families densely concentrated into a few row houses of very small 5-bedroom units. These were demolished and replaced by Highland Homes, a group of single-family units blended within a mixed-income neighborhood of public housing and privately-owned homes. The two old Highland Park towers were replaced by the 114-unit, fully accessible Highland Gardens midrise building for seniors and those with disabilities. Both Highland Homes and Highland Gardens were built with many sustainable development features, including HACM's first green roof. Covering 20,000 square feet, this was the largest residential green roof in the Midwest at the time. In 2005, the completely refurbished Highland Park was cited by the Sierra Club as one of "America's Best New Development Projects."



2004

Mayor Tom Barrett

2004 After a series of newspaper articles about extremely low graduation rates and poor attendance in Milwaukee Public Schools, HACM Executive Director Tony Pérez implemented a pilot program to address this critical problem. Starting with Highland Homes and later expanding to scattered sites, the HACM Education Initiative set goals to improve attendance, link children and families into available resources such as tutoring or afterschool programs, and encourage stronger parental involvement in each child's education. An Education Specialist works closely with children and parents to develop a plan for educational success. This program currently serves 143 families, has improved attendance and propelled graduation rates to over 92% between 2008 and 2010.

That same year, HACM entered another new phase in its rebuilding effort. With its fifth HOPE VI grant (\$19.5 million) supplemented by low-income housing tax credit funds, HACM was able to replace 80 dilapidated scattered site units with 79 new, energy efficient single-family homes and one duplex. HACM used the same modular construction techniques previously employed in the Parklawn and Highland Homes developments. In modular construction, homes are built in separate sections in a controlled factory environment and later assembled on-site. This allows HACM to build as cost-efficiently as possible while maintaining the highest quality and reducing construction time significantly. After the resignation of Mayor John Norquist to become the President & CEO for the Congress for the New Urbanism, Common Council President Marvin Pratt became Milwaukee's acting Mayor and former Congressman Tom Barrett eventually won a special election for Mayor.

2004 In February, Harvard sophomore Mark Zuckerberg and three college friends launched a unique social networking service they called Facebook. Originally targeted exclusively to college students, Facebook quickly became an internet phenomenon and is now available to anyone aged 13 and over. By the end of the decade, the social networking concept had spawned imitators like Twitter, LinkedIn and many others. But by then, Zuckerberg was already the youngest self-made billionaire in history, and Facebook remained the most popular networking site with over 600 million members worldwide.



2005

2005 Following the devastation of Hurricane Katrina, Milwaukee played a key role in housing evacuees from New Orleans and the Gulf region. By delaying scheduled demolition of the Highland Park towers, HACM was able to provide emergency shelter and assistance for over 100 displaced families and individuals.

The documentary film *An Inconvenient Truth* starring former Vice President Al Gore becomes a surprise box office hit, earning over \$30 million and fueling more debate on the validity of global warming. The film goes on to win an Oscar as Best Documentary.



2006

2005 HACM's innovations in financing, sustainable development, energy efficiency, neighborhood integration, and community services received the World Leadership Award in the category of Housing. Milwaukee bested major cities from around the world for this award which was presented to HACM in the Royal Courts of Justice in London.

2006 In November, HACM opened the new fully-accessible Cherry Court development, a 120-unit mixed population building for seniors and those with disabilities. Funded primarily using tax credits, this modern midrise provides residents with many of the same amenities as Highland Gardens, including the popular exercise, recreation, media and computer facilities. The building also includes such energy efficient and sustainable design features as bamboo flooring, carpeting made largely from recycled materials, and a 20,000 square foot green roof.



2007

2007 After much heated debate, HUD revised regulations to include asset management and project-based accounting guidelines with a new formula for operating subsidy funding. Housing authorities could no longer simply use funds wherever they were needed within the organization. Instead, all revenues and expenses would be segregated by individual property. HACM's central office costs would be funded by charging each development a management fee per unit in amounts limited by HUD. These new guidelines represented a dramatic change and have challenged housing authorities nationwide in terms of funding and flexibility to meet the growing demands of a struggling national economy.

The new 120-unit Convent Hill high-rise for seniors was completed in November, and residents moved over from the old Convent Hill. The new development features the same amenities and energy-saving improvements as all our recent developments. These included highly efficient central heating and cooling with individual climate controls in each unit; high efficiency central hot water system; native plant landscaping that requires less water; Energy Star refrigerators, front loading washers and driers; and flooring products made of natural and recycled materials. The building also has over 13,400 square feet of green roof including a 1,400 square foot accessible green terrace for the residents. The new Convent Hill was financed from multiple sources including low income housing tax credits and HUD Section 202 funding for housing the elderly.



2008

2008 American swimmer Michael Phelps won 8 Gold Medals at the Beijing Olympics while shattering seven world records. Combined with his dominating performance four years earlier at the Athens games, Phelps became the most honored athlete in Olympic history with 16 total medals, including 14 Golds.

The Laboratory of Genetics at the University of Wisconsin in Madison -- which played an instrumental role in mapping of the Human Genome Project earlier in the decade -- is acknowledged as a world leader in embryonic stem cell research. UW scientists have made significant discoveries that provide chemical clues to diagnosing and developing cures for major diseases, and even offer hope of one day healing spinal chord injuries.

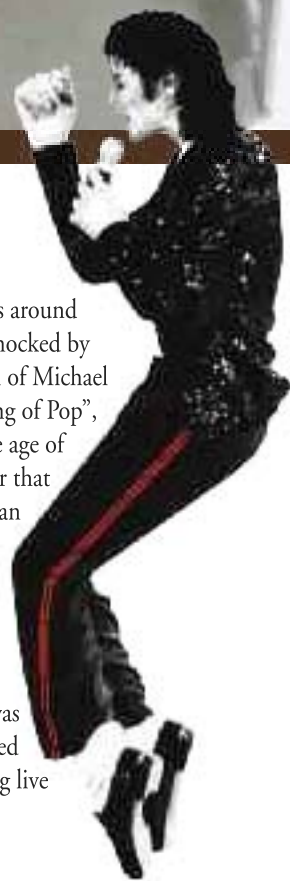


2009

2008 HACM was awarded its sixth HOPE VI grant in the amount of \$6.7 million. By combining the new grant with tax credit funding, HACM will revitalize up to 38 additional scattered site units. Since 1993, Milwaukee has been among the top five recipients of HOPE VI projects funded in the entire nation.

2009 To encourage input from residents and other community stakeholders, HACM hosted a series of public forums and a week-long brainstorming session to help formulate a Master Plan for revitalizing the Westlawn development. Such community outreach plays an integral part in HACM planning as we strive to improve Milwaukee neighborhoods.

2009 Millions around the world were shocked by the sudden death of Michael Jackson, the “King of Pop”, on June 25 at the age of 50. Over a career that spanned more than 40 years as a recording artist, Jackson sold an incredible 222 million albums worldwide and was critically acclaimed for his electrifying live performances.





2010

2010 HACM had the grand opening of a new housing community dedicated to providing environmentally sustainable and affordable living options for Milwaukee's seniors. Olga Village is a 37-unit building for seniors and was financed using low-income housing tax credits and funding from HUD. Residents will have access to an array of services at the adjacent United Community Center to help promote an active, bilingual and culturally-enriched environment for Hispanic and other seniors that includes: a senior meal program; social, recreational, and educational activities; arts and crafts, music and cultural arts; transportation; and social services. Olga Village incorporated several green features to make it one of Wisconsin's most environmentally-sustainable housing complexes, including: 30 geothermal wells for heating and cooling, a 10,100 square foot green roof, highly-efficient heating and cooling technologies, sustainable materials, storm water management, native plant landscaping, and solar power.





2010 In June, WHEDA awarded HACM the single largest allocation of low income housing tax credits in Wisconsin history, \$73 million over ten years, for the revitalization of Westlawn. HACM began to redevelop the eastern portion of the Westlawn housing development near W. Silver Spring Drive between 60th and 64th Streets. Plans include replacing 332 distressed, barracks-style housing units with up to 390 single family homes, duplexes, and multifamily rental housing units. The new units will be designed for environmental sustainability and in a mixture of styles to enhance the architectural features of the surrounding neighborhood. Demolition work is expected to be complete by summer 2011.

2010 The year ended and 2011 began with celebration throughout the entire state as the Green Bay Packers capped a spectacular season with a thrilling 31-25 victory over the Pittsburgh Steelers in Super Bowl XLV. Quarterback Aaron Rodgers, MVP of the game, led the Packers to their fourth Super Bowl title and their 13th NFL Championship ---the all-time league record and perhaps a harbinger of better things to come for all of Wisconsin.



THE FINANCIALS

Dollar amounts in thousands

	2008	2009	2010
Tenant Revenue	\$ 17,026	\$ 17,479	\$ 16,980
Government Grants	\$ 48,509	\$ 50,727	\$ 53,938
Investment Income	\$ 2,622	\$ 1,362	\$ 1,490
Other Revenue	\$ 3,998	\$ 1,852	\$ 2,691
TOTAL REVENUE	\$ 72,155	\$ 71,420	\$ 75,099
Housing Assistance Payments	\$ 28,885	\$ 32,585	\$ 33,373
Administration & Operations	\$ 16,301	\$ 18,932	\$ 18,790
Ordinary Maintenance	\$ 11,111	\$ 11,886	\$ 11,456
Extraordinary Maintenance	\$ 1,041	\$ 920	\$ 1,277
Utilities	\$ 6,848	\$ 5,844	\$ 5,573
Tenant Services	\$ 3,427	\$ 3,659	\$ 2,175
General Expense	\$ 2,131	\$ 3,128	\$ 2,540
Depreciation	\$ 8,570	\$ 8,552	\$ 8,094
Interest Expense	\$ 687	\$ 648	\$ 578
TOTAL EXPENSES	\$ 79,001	\$ 86,154	\$ 83,856
NET LOSS BEFORE CAPITAL CONTRIBUTION	\$ (6,846)	\$ (14,734)	\$ (8,757)
CAPITAL CONTRIBUTION	\$ 5,316	\$ 8,361	\$ 20,885
CHANGE IN NET ASSETS	\$ (1,530)	\$ (6,373)	\$ 12,128

HACM BOARD MEMBERS



Alderman
Willie L. Hines, Jr.
Chair
Member since 1996



Michael T. Van Alstine
Vice Chair
Member since 1990



Sherri L. Daniels
Resident Commissioner
Member since 2008



Lena Mitchell
Resident Commissioner
Member since 2005



Filiberto Murguia
Member since 1992



Alderman
Robert W. Puente
Member since 2005



Mark Wagner
Member since 1999

OUR PROPERTIES

Development	Street Address	# Units	Type
1. Arlington Court	1633 N. Arlington Place	230	Senior and disabled development
2. Becher Court	1800 W. Becher Street	220	Senior development
3. Berryland	6089 N. 42nd Street	391	Family development
4. Cherry Court	1525 N. 24th Street	120	Senior and disabled development
5. College Court	3334 W. Highland Blvd.	251	Senior and disabled development
6. Convent Hill	455 E. Ogden Ave.	120	Senior development
7. Highland Gardens	1818 W. Juneau Ave.	114	Senior and disabled development
8. Highland Homes	1818 W. Juneau Ave.	56	Family development
9. Hillside Terrace	1419 N. 8th Street	421	Family development
10. Hillside Terrace Highrise	1545 N. 7th Street	49	Senior and disabled development
11. Holton Terrace	2825 N. Holton Street	120	Senior and disabled development
12. Lapham Park	1901 N. 6th Street	198	Senior development
13. Townhomes at Carver Park	1901 N. 6th Street	122	Family development
14. Lincoln Court	2325 S. Howell Ave.	110	Senior and disabled development
15. Locust Court	1350 E. Locust Street	230	Senior and disabled development
16. Merrill Park	222 N. 33rd Street	120	Senior and disabled development
17. Mitchell Court	2600 W. National Ave.	100	Senior and disabled development
18. Northlawn	5145 N. 20th Street	247	Family development
19. Olga Village	722 W. Washington Street	37	Senior development
20. Parklawn	4434 W. Marion Street	380	Family development
21. Riverview	1300 E. Kane Place	180	Senior and disabled development
22. Southlawn	3350 S. 25th Street	330	Family development
23. Southlawn Park	3350 S. 25th Street	12	Family development
24. Westlawn	6331 W. Silver Spring Drive	726	Family development

HACM offices:

Headquarters Office	809 N. Broadway
Scattered Sites	5003 W. Lisbon Ave.
Modernization & Development	5125 W. Lisbon Ave.
Rent Assistance Office	5011 W. Lisbon Ave.
Community Services	650 W. Reservoir Ave.



24

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A BODY POLITIC AND CORPORATE OF THE STATE OF WISCONSIN