

A.1 Executive Summary

The Housing Authority of the City of Milwaukee (HACM), the residents of the Highland Park Housing Development, and the many dedicated stakeholders in the surrounding community are pleased to submit this HOPE VI application for \$19 million in Hope VI funds, which are desperately needed for the \$38 million transformation of the Highland Park Housing Development into a healthy, revitalized, mixed income community. Businesses, corporations, private developers, philanthropic foundations, and the public sector are investing over \$800 million in housing, entertainment, educational facilities, infrastructure, and retail businesses in the neighborhood surrounding Highland Park, which is ten blocks west of two recently revitalized Hope VI developments, Hillside Terrace and Townhomes at Carver Park.

As described more fully in Exhibit C, the Highland Park units no longer serve their purpose as safe, decent housing for low-income families. Highland Park is a severely distressed public housing development with major mechanical and structural systems either inadequate or failing. The site's private infrastructure system has become outdated and requires constant repair. The development's superblock design effectively cuts it off from the surrounding community, and the 276 units are substandard in size and too densely configured.

The transformation of Highland Park will be accomplished by demolishing all 276 existing units; cutting several new through streets into the site to reconnect Highland Park to the surrounding community; and rebuilding a smaller, less dense and considerably greener neighborhood onsite. The existing 276 units will be demolished and replaced with 152 visitable homes: 24 market-rate, single family homes, 74 tax credit units and 54 public housing units. Forty-two (42) new 4-bedroom, single family homes, including 2 homeownership units, will be constructed on vacant lots in the surrounding neighborhood to stimulate additional economic development opportunities.

HACM will play the lead role in redeveloping Highland Park, as it has with its three other successful Hope VI sites, one of which is completed. Unlike most other housing authorities, HACM has a strong development track record, significant staff capacity, and the financial strength required to carry out a project like Highland Park. HACM is supplementing its in-house team with outside legal expertise and

property management. HACM is proposing an aggressive schedule, in which all of the construction will be completed by October 2004.

The physical improvements to Highland Park will be supplemented by a \$20 million comprehensive community and supportive services program designed to provide a continuum of services that will help the elderly and disabled live independently, help elevate families out of poverty, provide able-bodied adults with the resources to obtain and sustain employment, help disenfranchised youth and adults restore their place in the community through honest employment, and break the cycle of intergenerational poverty by ensuring school-age children are in school, each day, ready to learn. The Community and Supportive Services Plan reflects the needs, hopes and dreams of the Highland Park community. HACM is committed to collaborating with residents to help them achieve their goals, including obtaining the American dream of home ownership, financial security and a future for their children that is filled with opportunity and hope. The Highland Park Development is no longer serving as an opportunity for its residents. Housing the city's poorest and largest families, Highland Park, has trapped residents in an environment of violence, crime and poverty while segregating residents from economic and educational opportunity. The HOPE VI Community and Supportive Services Plan presented in this application has been crafted to restore and rebuild hope within the Highland Park community.

HACM will be able to accomplish these ambitious goals by assembling a team of highly competent partner agencies with vast experience in delivering high-quality supportive services to low-income families and individuals. Included in HACM's partner agencies are SET Ministry, a faith-based organization with outstanding results in helping persons achieve a deep transformation in their values and behaviors. The Medical College of Wisconsin – selected by U.S. News and World Report as one of the top medical colleges in the country - is another partner agency. The Milwaukee Community Service Corps, an Urban Corps Expansion Site with HUD Step-Up designation will work with young adults ages 18 to 24. The Planning Council for Health and Human Services in partnership with the University of Wisconsin Milwaukee will help to assess the impact of HOPE VI activities.

HACM’s Community and Supportive Services Plan also includes a “Compassionate Care Village” for the elderly and disabled Highland Park residents. The Village will provide community-based care for elderly and disabled persons functionally eligible for nursing home care. In return for capitated payments from Medicare and Medicaid, all acute, primary, specialty and long-term care will be provided on-site at the Village. Modeled after HACM’s award-winning Lapham Park Venture, it is anticipated that the Compassionate Care Village will save \$1 million on an annual basis in Medicaid funds by preventing the premature and unnecessary placement of elderly and disabled persons in nursing homes. HACM is aligned with strong partners in the areas of gerontology, medical arts and social services who will provide these consumer-centered, high-quality, comprehensive services.

