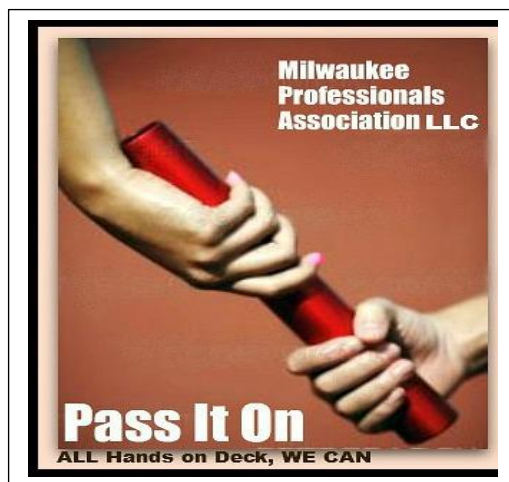


City of Milwaukee – File #140081 LBAT/Local Business Action Team

Helping Small Businesses



MILWAUKEE PROFESSIONALS ASSOCIATION LLC

April 13, 2015

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City of Milwaukee – File #140081 LBAT/Local Business Action Team

Helping Small Businesses

This resolution creates a **Local Business Action Team** to evaluate and make recommendations to the Common Council concerning the following issues that impact the interaction between local business and City government:

1. Milwaukee’s regulatory environment for business, including zoning, permits, inspections, business licenses and fees.
2. Delivery of services to business, including strategies to make City services and assistance more accessible to businesses through digital tools, improved ways of organizing service delivery, and best practices from other cities.
3. Systems that ensure the voice of the business customer is heard by all City agencies.

File #140081, Version 2 – City of Milwaukee

Census Tract and Neighborhood Business

Milwaukee Professionals Association LLC submits the following **LBAT/Local Business Action Team** recommendations for TRANSPARENT and customer-friendly ACCESS to the vast amount of local, state and federal resources that are earmarked for CORE CONSTITUENTS of Milwaukee, but **by-design** fail to impact quality of life and economic development issues that create and perpetuate Enduring Concentrated Poverty, unsafe neighborhoods and destroy families of Milwaukee.

We see the amounts of resources that are available on an ongoing basis are being diverted, not being spent where they are supposed to and behavior on behalf of our elected charter officers is **“reckless”**.

CORE CONSTITUENTS are defined as electorates of Milwaukee, especially African American, other People of Color and Work Challenged (**Work Challenged** represents un-, under-skilled; un-, under-employed; un-, under-financed neighborhood-level businesses; disabled; and re-entry. **Re-entry** represents those returning from WAR, INCARCERATION, PROBATION, boomerang employment, boomerang retirement and college-certificated graduates that are unemployed.).

D. Wilson, Federal Reserve & Brookings

We look at two signature studies for immediate and systemic changes. They are:

- Disparity Study for the City of Milwaukee (**DWilson Consulting**)
- The Enduring Challenge of Concentrated Poverty in America (**Federal Reserve and Brookings Institution**)



D. Wilson Consulting Group LLC 2010 Disparity study identified “discriminations” and gave specifics in disparity analysis (P. ES-6 Executive Summary) of underuse in construction, goods and services and professional services participation of African American, other People of Color and Caucasian Women.

The RESULTS of the study came with specifics to address “discriminations” that caused disparities. The recommendations included participation goals, audits, quarterly oversights, contract outreach and engaged TRACKING. We see NO real change. Why?

Enduring Concentrated Poverty was a 2008 “negative brand” for Milwaukee following a 16 city case study report by the joint efforts of review of the Federal Reserve and Brookings Institution. [Learn more](#)

2014-2015 LBAT – City of Milwaukee

MPA LLC recommendations are submitted in conjunction with *The Disparity Study, Enduring Concentrated Poverty case studies*, its present and future 2050 Visioning (Southeastern Wisconsin Regional Planning Commission) planning and coordinated work for the inclusion of CORE CONSTITUENTS of the city of Milwaukee, the only 1st Class urban city in Wisconsin.

MPA LLC strategic planning calls for Infrastructure inclusiveness of CORE CONSTITUENTS that show up in human resources of the city of Milwaukee, all line-items of the annual budgets and disbursement of beneficial resources, especially those that come through city taxes (TIDs/tax increment districts, BIDs/business improvement districts, NIDs/Neighborhood Improvement Districts and federal funds).

The ELECTORATES who live in the city of Milwaukee, in the neighborhoods, raise their families, grow businesses, hire their neighbors, hire strangers, train their neighbors, safeguard their neighborhoods, send their children to public/private schools of the city, worship in the neighborhoods, improve life-styles, bury their dead and pay many arbitrary and capricious assessed taxes.

These recommendations are to ensure that there is an **OPEN for BUSINESS** way of conducting services to census tract and neighborhood hidden talent and vetted businesses.

These recommendations are meant to help create economically sound city-wide campuses with life-styles and neighborhood businesses through the organic Ethnography (culture) lenses of Milwaukeeans, especially African American, other People of Color and the Work Challenged (residential and commercial stakeholders).

The congruency of individual and collective cultural lenses are a natural order for strengthening existing hidden talent and vetted business

characteristics of neighborhoods while achieving and balancing economic development and quality of life issues that are “by-design” missing in city service outreach. Elected-appointed-hired and donor for hire government representatives must be perceived as “**trustworthy**”.

Trust and Access

Decades of “disrespect” for the value-add benefits brought to the table by African American and other People of Color has resulted in “segregation”, “discrimination”, “do-nothing leadership”, “taxation without representation” and “disenfranchisement”. These wrongdoings have gone unaddressed until NOW.

The lock-step wrong by our elected charter officers has created unnecessary decay, unsafe pockets in neighborhoods, waste in excessive funding for law enforcement, pitting races and groups against each other, massive pillaging of the city coffers and federal funding; and, lack of HOPE in the city of Milwaukee due to monopoly-oligopoly control and greed.

It starts with building a culture of **TRUST** in leadership and stewardship of the local city government that promotes ACCESS (regulatory environment for business, including zoning, permits, inspections, business licenses and fees) through quality assurance that includes ongoing outreach to the stakeholders and on-the-merit enforcement of conducting departmental services, creation of resolutions and compliances that are impactful and inclusive of neighborhoods glaring without economic development for building infrastructure. We must work together; CORE CONSTITUENTS **buy-in** that includes quality of life issues that promote the integrity and stability of the residential and commercial stakeholder).

We start and end with **TRUST** of our charter officers. Some obvious first steps for REFORM include equity, due process, upward mobility and innovation in mind.

Knowing the Customer - Ethnography

It is so important to TAKE-the-time to know your clients/customers and their needs. Then, to aggressively, with their help, begin to provide solutions that all can involve can commit to.

In the city of Milwaukee, it is mandatory that hidden talent and vetted business of African American and other People of Color are part of the Open Door process and decision making.

Other key recommendations are:

- THAT **Milwaukee Economic Development Corporation** and **Metropolitan Milwaukee Enterprise Corporation boards** and **staff** reflect African American and other People of Color population, individuals that “live-in” the city of Milwaukee, value tendencies reflect **CORE CONSTITUENTS** of the **Organization Chart of Milwaukee** (i.e., **Tim Sheehy BAYSHORE**)
- THAT the members of the **MEDC board** and MMEC board have **“term-limits”** [i.e., **Tim Sheehy**, Milwaukee Metropolitan Association of Commerce, **Frank Lubar**, Super Steel, **Carla Cross** – Cross Management, **John Gulanis** -Galanis, Pollack, Jacobs & Johnson, **S.C.**, **Robert Monnat** – Mandel Group, **Julie Penman** – **RETIRED ???** (**Penman Consulting, Menomonee Valley Partners, HGA**), **BMO** (**PAST Mashall & Ilsey**)].

Appearance of Conflict of Interest, lush funds and preferential privileges of board members of MEDC and MMEC.

- THAT **RACM/Redevelopment Authority of the City of Milwaukee** board and staff reflect African American and other

People of Color for decision making in the determination of the elimination of blighting conditions that inhibit neighborhood reinvestment, promote business expansion, job creation, and to facilitate new business and housing development.

- THAT barriers in “Certification” are examined for relevance, equity and productivity of Mission and service to Milwaukeeans; and, where necessary provide “*waivers*”.
- THAT resources are accessible to residential, commercial, **for-profit** and **non-profit** African American, other People of Color and Work Challenged entrepreneurs through ACCESS initiatives, resolutions, etc.
- THAT selection of committees, boards, authorities are inclusive of neighborhood businesses and leaders of the neighborhoods; that there are “**term limits**” and, that selection of committees, boards and authorities are NOT just appointed by the mayor and common council.
- THAT BIDs, TIDs and NIDs formed by and appointed by members of the charter officers reflect the taxpayers within TIDs, NIDs and BIDs.
- THAT BIDs, TIDs and NIDs have a diverse group of informed representation that are trained in business protocol/Robert’s rules, and mandated to outreach-visit constituents and hold monthly, quarterly and annual meetings of the base taxpayers and public.
- THAT BIDs, TIDs and NIDs provide monthly newsletters to inform each of the taxpayers of the BID, TIDs, and NIDs of rules, events and upcoming opportunities that reflect operation and use of their tax funds.

- THAT the planning and operation of the BIDs, TIDs and NIDs are reflective of what the taxpayers want for their area.
- THAT BIDs, TIDs and NIDs should be annually audited with input of REVIEW from the neighborhood as part of the process.
- THAT members of the BIDs, TIDs and NIDs are removed for improper behavior, failure to follow statutes, discrimination, taxation without representation and conflicts of interest.
- THAT specifics are provided to the public for BID, TID and NID disbandment by taxpayers and oversight agent. If none, give process for creation.

Engagement Recommendations

“BUILDING TRUST” through engagement of friendly customer care from those who represent services and opportunities from the local city government is a “silver bullet” for impactful efforts.

- Impactful efforts call for “each of the appointed” city services and others such as the city attorney’s office to have an “OPEN DOOR, We are Here to serve” culture.
- Impactful efforts call for visibility **regularly** in the “neighborhoods”.
- Impactful efforts call for a complete “**audit**” of the License Committee with special emphasis on:
 - Clear Rules and regulations that support easy access of the license process.
 - Assigning applicants in a timely manner.
 - STOP arbitrary and capricious deducting of Applicant’s fees.
 - Consistent services - district alderperson-to-alderperson.
 - STOP alderperson practices to sabotage applicants through “power plays”, failure/refusal to communicate and “failure

to evaluate applicants on the merits” rather than a district alderperson special privilege or playing favorites; i.e, **Alderman Russell Stamper January 6, 2015 DENIAL of Class B applicant MC COLE.**

- Removal of 3-year ban on Tavern Applicants – denied license. DENIED licenses should come with an automatic and quick special Appeal process for the applicant, examination and review for resolution prior to final vote of Common Council.
- Common Council President and Common Council address all DENIED applicants prior to OK by full body after the “DENIAL” of the License Committee.
- District Alderperson on License Committee and Alderpersons speaking at License hearing STOP use of intimidation, coercion, being combative and discourteous to applicants. You are there to conduct the people’s business in an appropriate manner and respectful of the city office.
- License Committee conduct fair hearings that include examination of the truth by opposing citizens and penalties for false witness testimonies. Monitor and review of “questionable and false” testimonies that disregard Oath of testimony – opposing views.
- Members of the License Committee are to be trained in rules and regulations to conduct the people’s business.
- Members of the License Committee should be in-the-room during License hearing asking questions for clarity, providing input.

- Members of the License Committee should be attentive during process (*not asleep, drowsy, completing other business, texting, conducting other outside business*).
- City clerk’s office and License Committee update customer service guidelines and communicate for quick and cooperative services to the public.
- License Committee members-alderpersons, city clerk, law enforcement and city attorney representatives meet and update services with quality assurance reports to the People.
- Law enforcement, city attorney, health department, neighborhood services and all city of Milwaukee offices provide **“Open Door”** policy for questions and answers to applicants for problem solving and improved customer service.
- Common Council President and City Clerk office abide by rules and regulations and provide timely response to inquiries regarding violation by alderpersons, License Committee members and city clerk staff.
- License Committee refund all tendered fees to applicants.
- License Committee mandated to provide Information Manual and online guidelines of do’s and don’ts for getting a license. No hidden fees and prompt return of unused fees to the applicant.
- All fees imposed by the city of Milwaukee stated up front and in writing.
- Quicker turnaround of License process. Pre-plan and notifications to applicant for August blackout due to vacation of Common Council.
- Impactful efforts call for neighborhood business DNA in each and every service for business development.

- Impactful efforts call for a bi-annually audit of city services to ensure that the spirit of engagement and necessary tweaking of opportunities and challenges are identified and updated.
- Impactful efforts call for trained and engaged staff members that are RESPECTFUL and WANT TO DO BUSINESS with quality of assurance in mind.
- Impactful efforts require the removal of cronyism, discrimination and lack of due process.
- Impactful efforts call for Center Street Library, MLKing, Atkinson, Capitol Drive, Washington Park, south and northside libraries of densely populated areas of Milwaukeeans to have business development and city service centers with extra hours within the libraries for computer use. This includes customized services (including city service seminars) to address the businesses in the immediate area.
- Impactful efforts call for Neighborhood Strategic Planning organizations, businesses (potential entrepreneurs and emerging) join local business association and business groups for quarterly planning with CDBG/Administration Department for improved services needed by census tract and neighborhood businesses that include technological concerns, zoning, permits, inspections, business licenses and fees.
- Impactful efforts call for Neighborhood Services, Department of City Development and Department of Public Works to meet with interested businesses, business associations, NSP groups and BIDs in-the-neighborhood to address issues one-on-one bi-monthly.
- Impactful efforts call for permits, license, fees and zoning to be customer-friendly and with the input of evaluations by the customers impacted.

- **A survey of customer service requested with each application process with results posted for review by all.**
- DENIED license must have a review by the Common Council or designated special license review committee prior to Common Council final vote.

Streetcar Project

The Streetcar Project is an example of the “lack of trust”.

The blank check was given with NO real (in-writing guarantees to the taxpayers for meaningful use of the transportation dollars that will be used now and in the future.

The promise of jobs

The promise of engagement that is meaningful and economically profitable to African American, other People of Color and Work Challenged can play out here.

The plan lack luster and real specificity for the Department of DCD and DPW to lead a charge in economic development, quality of life and financial development in densely populated areas in city center neighborhoods.

The plan calls for over \$2,000 a month rent for Rick Barrett’s Couture project. What are the specifics of the employment that pays the underwriters - Milwaukeeans?

What is DBE/Disadvantage Business Enterprise here that is different from the “regular BAIT-N-SWITCH” jobs promise?

Who are the African American, other People of Color and Work Challenged individuals earmarked for inclusion with credibility of the construction (prime contractors as well as significant in-the-city sub-contractors and People of Color entrepreneurs that will land build-out in the Couture projects)?

Who are the UN-EMPLOYED, UNDER-EMPLOYED and UN/UNDER-FINANCED businesses in Milwaukee guaranteed to be at the table? This is the “couture” to make the project credible. It is also an opportunity for the **LBAT** to make sure these benefits and opportunities are built-in the Streetcar project. After all, you voted for it. It is time to PUT UP.

The same is true for the “pending” Bucks stadium that needs the same ELECTORATE to pony up funds to match Governor Scott Walker and the promise of the GOP in Madison matching funds.

What do the CORE CONSTITUENTS get?

When are they introduced for now and future benefits to the owners and their representatives to be included in all the MEGA-deals?

Local Business Action Team provided 3 meetings during this process (*Saturday, March 7, 2015 – Washington Park, Friday March 13, 2015 – City Hall, and Monday, March 16, 2015 – Anderson Tower*). Too limited. There should be at least 6 meetings across the city with massive pre-meeting advertisement and outreach from each city department for attendance – for inclusion, excitement and attendance. And, if additional meetings are needed, be prepared to have them. Each session with a QUICK SURVEY for input - COORDINATED.

Local Business Action Team, business associations, Neighborhood Strategic Planning groups, Neighborhood Investment Districts, BIDs and neighborhood businesses plan and host an annual *City of Milwaukee Trade Show* (planned with business association, neighborhood strategic planning groups, NIDs, BIDs and TIDs to allow 2 days of learning and sharing opportunities for the charter officers, appointed, hired, donor for hire government representatives to speak

with the People, networking ideas and vendor showcase. **August may be a good time.**

Local Business Action Team provides a full report to the taxpayers of any and all decisions made for budget considerations and Open for Business policy making prior to input in the budget.

This report should post 180 days before any actions taken with proper notifications to the citizenry that include **other postings other than** the Daily Reporter.

Since the posting is to allow due process in notifying the electorates, the place of posting should be in a place that for certain the population of concern will see it. **MORE SITES** and provisions always needed other than the Daily Reporter (as it is now).

This is an area of reform that is not only durable.

This is a **MUST** do if the charter officers wished to see service delivery improved via File #140081, Version 2 – City of Milwaukee.

This is an update of draft April 13, 2015.

Mary Glass attended the first session held on Saturday, March 7, 2015 at Washington Park.

LBAT/Local Business Action Team

File #140081, Version 2 – City of Milwaukee

MPA LLC – LBAT REPORT, APRIL 13, 2015