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Objective: To serve the citizens of the City and the Barrett Administration with demonstrated creativity, initiative, leadership, fiscal responsibility and personal commitment to the City in the position of Commissioner of the Department of Neighborhood Services.

Work History: I have served the City since April of 1981 in a series of progressively responsible positions. From 1981-1986 I served as the Department of Building Inspection's Code Enforcement Administrator and as Construction Inspection Administrator. From 1986-2000 I served as Deputy Commissioner of Building Inspection /Neighborhood Services. In May of 2000 I was appointed as Commissioner of the Department of Neighborhood Services and have served in that capacity until the present. My prior employers were the City of New York Department of Housing Preservation and Development and the Department of City Planning where I held attorney and management positions from 1973-1980. These were a series of progressively responsible positions that included being the managing attorney for the Housing Litigation Bureau for Manhattan. Additional details are available upon request.

Demonstrated creative ability.

The following are a series of projects where I was the creator or the driving force. Additional examples are available upon request.

1. Recipient of six City Innovation awards. From 1996 through 2000 I won awards for innovation in each of the four years that this program operated. The awards were for innovations of the Landlord Training Program, the Anti-Graffiti Program, DNS's Complaint Response Program, the Receivership Program, the Property Recording Program and for Property Flipping Detection and Prevention.
2. Recipient of two Public Policy Forum Salute to Local Government awards [1994 and 2000] for the Landlord Training Program and for our Rapid Record Retrieval program. Additionally, in 1994 I received an Honorable Mention for our Vacant Building Preservation program.
3. Conceived the police department program that was awarded the Best Crime Prevention Program in Wisconsin award in 2003. The Chronic Nuisance Property Code program has been proven to help citizens drive out chronic nuisance activities from their neighborhoods and to lower police costs by reducing repeat calls for service.
4. Recipient in 1995 of Semifinalist Award from the Ford Foundation and the Kennedy School of Government at Harvard as one of the top innovations in American Government for the Landlord Training Program
5. Crafted the Chronic Nuisance Noise Code in 2000. This code has enabled the MPD to reduce calls for service and to make our neighborhoods a quieter place to live.
6. Crafted code and administrative changes that reduced the time it takes for the City to tow nuisance vehicles that are on private property from an average of 90 days to less than an average of 20 days.

7. Creator of many other innovative programs and codes, including two currently pending before the Common Council. One will enable the MPD to take more effective action to control nuisances that result from cruising. The other will create a mechanism for controlling illegal taverns in residential buildings.
8. Developed and implemented the Temporary Certificate of Occupancy program which has helped many hundreds of businesses, schools and churches to begin operating while they resolved code problems in their buildings.

I am currently in the process of developing a series of initiatives aimed at improving the efficiency and effectiveness of our staff, a code change to address the problem of intentionally disabled smoke detectors in homes, an idea to better address the vacant building problem and a program to enlist the property insurance industry in our efforts to obtain code compliance.

Demonstrated ability to create and coordinate multi-agency teams for the benefit of the City.

No one can achieve on their own that which can be accomplished in collaboration with others. The Commissioner needs to effectively facilitate multi-agency efforts to address problems. Here are a few of those efforts that I have facilitated.

1. Drug House Abatement. I facilitated the first team created to address the drug house problem with multiple agencies. The result has been that thousands of drug houses have been closed down over the past 15 years. While for safety reasons it is not well known, those drug houses have been closed by building inspectors under DNS authority. We work closely with MPD to do so.
2. Anti-Graffiti Team. I helped craft the first anti-graffiti code and I continue to coordinate a multi-agency collaboration that addresses both the prevention and the eradication of graffiti in the City. By working together and with the Common Council, we have been able to create a program that has been a model studied by cities from around the world.
3. Creation of the Development Center. I coordinated the initial inter-agency effort that created the Development Center in DCD.
4. Project Clean-Sweep. I created a multi-agency program to focus on the TIN neighborhoods where DCD is focusing its housing reinvestment funds. We are soon to begin our third year of a project that involves DCD, DNS, MPD, MFD, Sanitation, Forestry, Parking Checkers, the Community Partners and many local community groups. As a result, crime has fallen and assessed values have increased in these areas.
5. Directed Special Pick Up Program. I created a program that coordinates Sanitation Dept., DNS Nuisance Abatement, community groups and Aldermen to annually do 17, 32 square block areas to remove litter and junk cars that blight neighborhoods.

Demonstrated record of responsiveness to elected officials

The Commissioner needs to serve the citizens and their elected officials. My philosophy has been to seek feedback, to present options and recommendations along with their costs, to present advantages and disadvantages and to follow through with implementation of policies.

1. As Commissioner, I annually received a high evaluation for my performance from my supervisor, Mayor John Norquist. Please feel free to contact him to verify this.

2. As Deputy Commissioner, I was consistently highly rated by then Commissioner Lee Jensen [retired]
3. I am the only Commissioner of any City department in at least the past 20 years to have regularly sought an evaluation of my department's performance and of my own performance from every Alderman [except one]. I do so approximately every 9 months and consistently receive high grades. Please feel free to contact any Alderman [except former Ald. Rosa Cameron] who will confirm my record of responsiveness to their concerns and to their constituent's needs.

Demonstrated record of responsible fiscal management

As Commissioner and also in my prior positions, I have worked toward the goal of minimizing the Department's fiscal impact on the property tax levy. I have worked with staff and with the Mayor, Council and the Budget office to raise our cost recovery rate from a low in the early 1980's of about 30% to what I believe will prove to be about 98% in 2003. This means that the property tax supports only about 2% of Department costs. As Commissioner, I have brought DNS in under budget and have exceeded the revenues projected by the Comptroller for the past three years. I am directly responsible for the following individual innovations.

1. Created the reinspection fee. This program shifts some of the cost of code enforcement from those who maintain their property to those who do not. This has allowed us to recover over \$6 million to date, with over \$2 million of that being in 2003. It also has given inspectors their most effective tool to move code violators into compliance. This program has since been emulated by the Milwaukee Health Department and by many other cities.
2. Created the telephone complaint response system. This award winning approach to complaint response has enabled DNS to be more responsive to complainant's needs at a lower cost.
3. Revamped the Notice of Violation mailing system. This change alone has saved over \$100,000 annually for more than 18 years.
4. Lead the team that created the nation's first property address searchable website for complaint, violation, permit and ownership records. This Public Policy Forum award winning effort was spawned initially as a mechanism to reduce costs related to having to answer telephone inquiries of a repetitive nature.
5. Created the Fire Insurance Escrow Program. This prevents fire insurance proceeds from being fully paid out until the building is either repaired up to code or the City's demolition costs have been paid. It has saved taxpayers hundreds of thousands of dollars.

Demonstrated record of national leadership in the field of code compliance.

The Commissioner needs a nationwide network of contacts with others in this field with whom ideas can be discussed and concepts proposed in order to bring new programs to fruition in Milwaukee

1. For the past consecutive 20 years I have taught a class on code compliance administration annually through UW-Madison. Additionally, I have taught nationally at various state inspection conferences, through EDUCODE, for Building Officials Code Administrators International and the American Association of Code Enforcement. I have reason to believe that I have instructed

more people in my field than any one else in America. The interactive teaching format that I use results in my ability to receive new ideas as well as to give them.

2. I have served for about 10 years on national committees that create certification exams for property maintenance and zoning inspectors in America. I currently serve as the Chairman of the International Code Council's Committee on Property Maintenance and Zoning Inspector Certification. Contact Mr. Mike Clemens at the ICC at 1-800-243-5736 for information on my contributions and leadership in this national program.

Demonstrated record of personal commitment to the community.

The Commissioner should be personally invested in the City. The following are three examples of my contribution as a private citizen.

1. Co-founder of the Murray Hill Neighborhood Association. I have served on the board of directors since the group's inception and have contributed many hours to its efforts to address neighborhood concerns in our area. Contact Ms. Kay Baldwin MHNA President at 332-8979 for an evaluation of my contribution.
2. Created the City's first Adopt a Block program where citizens adopt their block and pick up litter. I clean my own block at least twice a month when it is not snow covered.
3. Day of Healing for Bereaved Parents. For the past 16 years I have worked with others to present a program through the Archdiocese of Milwaukee to reach out to bereaved parents to help them on their journey through grief.

Demonstrated education record.

The Commissioner is by ordinance both the Commissioner of the Department of Neighborhood Services and the Building Inspection Commissioner. Education and certification related to both areas is important to do this job.

1. B.A. - State University of New York at Albany – 1970
2. Master of City and Regional Planning – Rutgers Center for Urban Policy Research – 1974
3. Juris Doctorate – Rutgers Law School- Newark. 1974
4. Admitted to the Bar in Wisconsin, New York and New Jersey [inactive status]
5. Wisconsin Department of Commerce Commercial Building Inspector Certification [active status]
6. Wisconsin Department of Commerce Uniform Dwelling Code Certification [active status]
7. By virtue of having written the exams, I am entitled to Certification from the ICC in the area of Property Maintenance Inspector and Zoning Inspector.