

MILWAUKEE PROMISE

Initial Report to the Common Council
by the Legislative Reference Bureau

December 31, 2010

Report to the Common Council identifying funds subject to the terms of the Milwaukee Promise, and establishing metrics by which departmental progress in addressing poverty, disparity and inequality will be measured.

Last Updated: September 9, 2011



MEMORANDUM

LEGISLATIVE REFERENCE BUREAU

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To: The Honorable, The Common Council
From: Richard Pfaff, Manager
Date: September 9, 2011
Subject: Initial Report of the Milwaukee Promise

The Milwaukee Promise was added by amendment to the City's 2012 Adopted Budget to demonstrate a commitment by the City to be responsible and accountable in all expenditures related to poverty alleviation and unemployment reduction.

This initial report of the Milwaukee Promise to the Common Council identifies funds subject to the terms of the Milwaukee Promise as well as the quantifiable metrics to be used for evaluating progress in eliminating poverty, disparities and inequalities (PDI) throughout the City.

Funds Identified: The staff of the Legislative Reference Bureau collaborated with departments to identify funds subject to the terms of the Milwaukee Promise. This process identified over \$85.4 million in budget line items that contribute to the Milwaukee Promise, and under the terms of the Milwaukee Promise Charter, departments were given the opportunity to dispute the inclusion of specific line items or amounts.

Metrics Established: Departments were also asked to develop the specific quantifiable metrics to be used for evaluating progress in eliminating poverty, disparities and inequalities throughout the City.

Progress Reporting to be Required: Under the Milwaukee Promise, any City department, program or agency that receives funding for poverty-reduction or job-creation efforts—regardless of whether that funding is for salaries, operating expenditures, special funds, capital projects, special purpose accounts, etc.—is required to track the outcomes of these efforts and report on their overall success and accomplishments.

Capital Improvements

The following capital accounts, amounts and metrics have been submitted by individual departments relating to 2011 Budget Capital Accounts that are subject to the Milwaukee Promise:

Department of City Development

The 2011 Budget included \$30.6 million in capital funding for the Department of City Development (“DCD”), of which \$20.6 million has been identified by the department as subject to the terms of the Milwaukee Promise. Specific capital accounts, amounts and metrics are provided in Table 1.

Table 1. Capital Accounts Subject to Milwaukee Promise, DCD.

Accounts	Amount	Metrics
Neighborhood Commercial District Street Improvement Fund	\$250,000	Number of businesses impacted by streetscape projects. Number of blocks improved by streetscape projects.
Tax Increment District Borrowing Authorization	\$16,130,000	Number of acres redeveloped with TIF-financed projects. Number of jobs created and retained by TIF-financed projects. Dollar value of contracts awarded to Emerging Business Enterprises by TIF-financed projects. ¹ Number of RPP-eligible workers hired by TIF-financed projects. ¹

(Table 1 Continued)

Accounts	Amount	Metrics
Development Fund	\$1,500,000	<p>Number of acres redeveloped with Development Fund -financed projects.</p> <p>Number of jobs created and retained by Development Fund -financed projects.</p> <p>Number of façade grants provided to small businesses with Development Fund resources.</p>
Business Improvement District Loan Fund	\$250,000	<p>Number of businesses impacted by streetscape projects.</p> <p>Number of blocks improved by streetscape projects.</p>
Healthy Neighborhoods Initiative	\$200,000	<p>Number of designated Healthy Neighborhoods assisted by DCD staff.</p> <p>Number of Healthy Neighborhoods projects.</p> <p>Number of Community Improvement projects.</p> <p>Number of volunteers involved in Healthy Neighborhoods and Community Improvement projects.</p>
Riverwalk Accessibility Improvements	\$1,560,257	<p>Linear feet of Riverwalk made accessible to people with disabilities.</p> <p>Number of businesses impacted by Riverwalk accessibility improvements.</p> <p>Dollar value of contracts awarded to EBEs.</p>
Housing Infrastructure Preservation Fund	\$300,000	<p>Assessed value of properties preserved with HIPF resources.</p> <p>Square feet of building preserved through the use of HIPF resources.</p> <p>Dollar value of contracts awarded to EBEs.</p>
In rem Properties Repair Fund	\$200,000	<p>Number of properties repaired.</p> <p>Dollar value of contracts awarded to EBEs.</p>

¹Figures kept by DPW for TIF-funded infrastructure work, and kept by DOA-EBE office for TIF-funded private investment subject to human resources agreements

Health Department

Account: Health Facilities Capital Projects.

Amount: The 2011 Budget includes \$110,000 in funding for these projects. The Health Department proposes that \$75,000 of this amount is subject to the terms of the Milwaukee Promise. Funding will be used for security and safety upgrades which will have a direct impact on Health Department clients.

Metrics: Number of incidents and accidents reported by clients at the Health Center; a summary of the type of incidents will be provided.

Library

Account: The funding will be used to begin developing the East Library property with the goal of building a mixed-use facility that will house a new library on the first floor.

Amount: The 2011 Budget includes \$2 million for the Library Initiative, the entirety of which is subject to the terms of the Milwaukee Promise.

Metrics: The Library has proposed both operational and construction metrics for this project.

Operational metrics for the facility will include the number of public hours, number of customers, number of library cards issued, circulation, and number of computer hours used. The library is scheduled to open in fall of 2013 and reporting of operational metrics will begin at that time.

Construction-related metrics include compliance with the Emerging Business Enterprise Program. The Library will furnish copies of monthly EBE Participation Reports. These reports will include the number of EBEs used, the

dollar amount paid to EBEs each month and the percentage of the total contract paid to EBEs. Because of the extended nature of the project, the use of and payment to emerging businesses may not be consistent from month to month.

The objective is compliance with EBE participation goals over the life of the contract. In addition, the Library will report on the number of local businesses used in fulfillment of this contract and compliance with prevailing wage requirements.

Police Department

Account: Police Administration Building Remodeling Project. The funding will be used to begin the first phase of the project which will include the construction of external HVAC shafts to replace internal shafts which are partially collapsed and contaminated with asbestos.

Amount: The 2011 Budget includes \$3.8 million for remodeling the Police Administration Building. This entire amount will be subject to the terms of the Milwaukee Promise.

Metrics: The Police Department has proposed using EBE participation rates as a metric for this project.

Department of Public Works – Infrastructure Services

Accounts: Specific capital accounts, amounts and metrics are provided in Table 2.

Amounts: The 2011 Budget provides \$124.6 million in capital funding for various capital accounts within the Department of Public Works - Infrastructure Services Section. Of that amount, \$10 million in transportation and building programs were identified as being subject to the terms of the Milwaukee Promise.

Metrics: Many of these accounts utilize outside contractors or consultants to facilitate improvements to City infrastructure and buildings. These contracts are subject to the requirements of the Emerging Business Enterprise Program, the Resident Preference Program and Local Business Enterprise Contracting Program.

Table 2. Capital Accounts Subject to Milwaukee Promise, DPW-Infrastructure.

Accounts	Amount	Metrics
Bridges	\$655,400	Number of contracts awarded to Emerging Business Enterprises. Dollar value of contracts awarded to Emerging Business Enterprises. Number of RPP-eligible workers hired. Number of jobs created and retained. Number of businesses impacted by street improvements. Number of blocks improved in the Community Development Block Grant area. Number of contracts awarded to local businesses. Dollar value of contracts awarded to local businesses. Compliance with prevailing wage requirements.
Paving	\$6,918,740	
Alleys	\$150,000	
Sidewalk Replacement	\$1,034,500	
City Hall Remodeling	\$5,000	
Recreational Facilities	\$151,000	
Facility Systems	\$61,500	
Environmental Remediation	\$15,000	
ADA Compliance	\$95,000	
Facilities Exterior Upgrades	\$92,340	
City Hall Foundation	\$632,000	
Municipal Garages	\$40,000	
ZMB Lower Parking	\$153,000	
Building Exterior Façade Restoration	\$38,540	

DPW did not provide specific metrics for each of the identified accounts. However, if reporting the metrics provided in Table 2, the impact of the funding in these accounts on PDI could be assessed.

Special Capital Projects

Account: Grant and Aid Special Capital Project account which provides budget authority for unanticipated capital grants that the City receives. This account is not designated for use by any specific department.

Amount: The 2011 Budget includes \$8 million in the Grant and Aid Special Capital Project account.

Metrics: Because of the nature of this account, it is impossible to develop meaningful metrics until actual grants and specific projects have been identified. Departments that utilize this capital account could report the extent to which their projects address PDI.

City Attorney

Table 3 indicates the accounts, amounts and metrics that were identified by the LRB in the City Attorney's 2011 Proposed Budget that are subject to the Milwaukee Promise.

Table 3. Accounts Subject to Milwaukee Promise, City Attorney's Office.

Account	Amount	Metrics
Community Prosecution Unit Personnel	130.1.11	Not established by department.
Fringe benefits related to above	130.3.3	

The LRB identified the Community Prosecution Unit (CPU) for inclusion because these staff members work to abate nuisance properties, eliminate known drug and gang houses, investigate problem licensed premises, and prosecute prostitution activity in conjunction with other departments and residents.

Proposed Exclusion: The department has requested that the CPU not be included in the Milwaukee Promise.

Reason: The Unit's main purpose does not include reducing poverty, disparity or inequality, nor does it address job creation. The role of the Unit is to provide legal advice, counsel and support to all City departments as they perform their duties. The City Attorney's Office believes that any indirect effect of the unit's work that may apply to the Milwaukee Promise is best measured by the subsequent work of the departments.

Comptroller

The following account, amount and metrics have been submitted by the Comptroller's Office as subject to the Milwaukee Promise:

Account: 2011 CDBG Accounting & Audit Services Activities.

Amount: The Comptroller's Office was awarded \$615,000 to operate the 2011 CDBG Accounting & Audit Services Activities. The major grant funding provided to support salaries of the Comptroller's Office staff charged with the oversight responsibilities is the Community Development Block Grant (CDBG).

Metrics: See Table 4.

Table 4. Metrics for Milwaukee Promise, Comptroller's Office.

Planned Project Activities	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Totals
Prepare Financial Statements and Single Audit Reports	1	1	1	0	3
Process and Correct Cost Reports for Sub-grantees	265	205	260	200	930
Process Miscellaneous Vouchers for City Operated Projects	550	600	625	725	2,500
Review OMB Circular A-133 Independent Audits	3	8	9	5	25
Perform Preliminary Reviews of Newly Funded Agencies	1	1	1	1	4
Perform Fiscal Site Reviews	8	12	13	12	45
Review Cost Allocation Plans	13	11	8	3	35

Although its functions provide no direct impact on the mission of the Milwaukee Promise, the Comptroller's Office facilitates the impact that other City departments and sub-recipients have by keeping the City financially compliant with federal regulations by achieving the following outcomes:

- Compliance with applicable Office of Management and Budgets (OMB) Circulars and Generally Accepted Accounting Principles (GAAP).
- Compliance with laws, regulations and requirements established by the granting agencies and City policy guidelines.
- Reduce material weaknesses and significant deficiencies in internal controls.
- Minimize questioned costs, thereby protecting the City's assets.
- Reduce fraud, waste and abuse of federal grant funds.

Various financial monitoring tools include the performance of the following activities are employed by the Comptroller's Office staff to achieve the outcomes identified above:

- Perform preliminary reviews for newly funded agencies to ensure that the financial management systems of the organizations are adequate for grant operations.
- Review, comment and follow-up on OMB Circular A-133 mandated Single Audits and Financial Statements of sub-grantee agencies.
- Perform fiscal site reviews of the approximately 100 community-based organizations that receive Federal and State agencies grant funds that are passed through the City, and make recommendations for improvement.
- Determine and monitor working capital cash advances to sub-recipients.
- Prepare Financial Statements and the Single Audit Report.
- Monitor, analyze and reconcile expenditure of grant funds by sub-recipients and participating City departments through the review and auditing of cost reports and payment vouchers.
- Review sub-recipients OMB Circular A-122 mandated cost allocation plans to ensure adequate allocation of indirect costs to the grants.

Department of Administration

Accounts/Amounts: Table 5 indicates the accounts and amounts that were identified by the LRB in the 2011 Proposed Budget for the Department of Administration (DOA) that are subject to the Milwaukee Promise.

Table 5. Accounts Subject to Milwaukee Promise, DOA.

Budget Line Nos.	Description	Rationale
110.14.6-12, 110.14.14-19	Community Development Grants Administration (21 positions)	These staff members oversee/manage or perform administrative tasks relating to the effective use of local, state and federal funds to assist lower-income families and targeted neighborhoods, and for blight removal in the City.
110.16.9	\$32,724 in fringe benefit expenses.	Same as above.
110.18.20-22	Emerging Business Enterprise Program (4 positions)	Staff members assist and protect the interests of emerging and small business concerns as well as promote and encourage competition in the City so emerging businesses may successfully compete in a free market, therefore reducing PDI.
110.20.9	\$93,441 in fringe benefit expenses for the positions identified above.	Same as above.
110.22.7	Intergovernmental Relations Division (1 position)	Staff is responsible for identifying and developing opportunities to the City's advantage, including policies and programs relating to the reduction of PDI.
110.23.10	\$49,896 in fringe benefit expenses for the position identified above.	Same as above.
500.1	\$12,591,600 – 2011 CDBG Entitlement Allocation	Funds are to be used to develop viable urban communities, which are directly related to alleviating PDI.

Proposed Exclusion: The department has requested that the Intergovernmental Relations Division (1 position) not be included in the Milwaukee Promise.

Reason: DOA does not believe that the programs and activities of the Intergovernmental Relations Divisions should be tracked based on metrics because IRD's role is to influence policies that affect the City's ability to thrive as an enterprise and it does not play a role in administering programs designed to create economic opportunity in an inclusive way for alleviating poverty, disparities and inequalities. The Department does believe that IRD works to influence and advance legislation at the state and federal level recommended by City departments, the Mayor and the Common Council consistent with the underlying goals of the Milwaukee Promise.

Proposed Inclusions, Other Programs

DOA has indicated the following projects and programs should be included in the Milwaukee Promise:

Connecting Milwaukee Communities: The project intends to reach economically vulnerable populations, such as at-risk children, seniors, Spanish speakers, and low-income families by focusing its efforts on areas of the city with higher poverty and unemployment rates.

Milwaukee Energy and Efficiency Program (ME2): Milwaukee Energy Efficiency Program, or Me², is a federally funded program to help City of Milwaukee homeowners and businesses finance energy efficiency upgrades to their properties. Me² makes it easy and affordable to make energy saving upgrades such as insulation, air sealing, new heating equipment and lighting. With Me², Milwaukeeans can pay for energy saving upgrades as they save on energy bills, in most cases with no money down. And Me² creates local jobs via a Community Workforce Agreement and improves the environment.

Milwaukee Energy, Economy and Environment Sustainability Manufacturing Program (ME3): A federally-sponsored technical assistance program for small- and medium-sized manufacturers that helps them cut costs by reducing energy use, water use, and producing less waste and pollution while more efficiently managing material and natural resource inputs of production.

Note: Connecting Milwaukee Communities and ME3 were being formed concurrent to the budget.

Metrics: Tables 6 and 7 indicates metrics for programs and activities identified by the DOA that are consistent with the goals of the Milwaukee Promise. The DOA has indicated that the programs and activities are designed to create economic opportunity for and improve the quality of life of residents in a manner that addresses the challenges of the City’s most economically vulnerable populations and neighborhoods.

Table 6. Metrics for Milwaukee Promise, DOA-Business Operations Division.

Programs	Metrics
<p>Emerging Business Enterprise (EBE) Program</p> <p>Local Business Enterprise (LBE) Contracting Program</p>	<p>Number of businesses certified.</p> <p>Number of jobs created as a result of revolving loans issued (reported to CDBG).</p> <p>Total/percentage of citywide contracting dollars awarded to EBE firms.</p> <p>Total/percentage of citywide contracting dollars awarded to local businesses.</p> <p>Number of apprentices hired on various development projects.</p> <p>Number of city residents hired on various development projects.</p> <p>Number and total dollar value of revolving loans issued.</p>

Table 7. Broad Metrics for Milwaukee Promise, DOA-All, except Business Operations Division.

Metrics		
Housing	Jobs and Training	Outreach
Number of household or units served.	Number of jobs created.	Number of people served
Number of people placed.	Number of people placed in jobs or jobs training programs.	
Number of jobs created.		
Programs		
<ul style="list-style-type: none"> • Brownfields Redevelopment • Center Street Library – Community Outreach & Technology Center • Code Enforcement Program • Community Prosecution Program • Community Prosecution Unit • Community Organizing/Crime Prevention Initiatives • Deferred Payment Loan Program • English-as-a-Second Language • Fair Housing Enforcement • Fair Housing: Public Education • Fair Lending • Graffiti Abatement Program 	<ul style="list-style-type: none"> • Home Rehab Loan Program • Homebuyer Counseling & Other Homebuyer Assistance Activities • Housing Accessibility Program • Housing Construction: New Construction • Housing Production: Acquire/Rehab/Sell • Job Placement, Job Training & Placement • Large Impact Development (LID) Program • Lead Based Paint Program • Neighborhood Improvement Program (NIP) • Milwaukee Fire Department-FOCUS • Milwaukee Main Streets Program • Minor Home Repair Program • NSP/Community Organizing 	<ul style="list-style-type: none"> • Owner-Occupied Rehabilitation • Safe and Sound Program • Safe and Sound Community Partners • Receivership Program • Rental Rehabilitation Loan Program • Retail Investment Fund (RIF) • Shelter & Supportive Services for Homeless • Special Economic Development and Business Assistance • Spot Acquisition • Summer Youth Internship • Tenant Assistance/Rent Abatement or Rent • Vacant Lot Maintenance-Demolition Program • Withholding Program • Youth Services

Department of City Development

Accounts/Amounts: Table 8 indicates the accounts and amounts that were identified by the LRB in the 2011 Proposed Budget for the Department of City Development (DCD) that are subject to the Milwaukee Promise.

Table 8. Accounts Subject to Milwaukee Promise, DCD.

Line Nos.	Description	Rationale
140.3.9-13	Office of the Commissioner (salary funding for 5 positions)	These staff members oversee/manage or perform other administrative tasks relating to the entire department, and one of the core missions of the entire department is to create jobs, reduce unemployment, alleviate poverty, etc.
140.3.17	Economic Development Division (salary funding for one position)	By its very nature, a division with this title must play a role in alleviating PDI.
140.3.20-24	Neighborhood & Business Development section (salary funding for 5 positions, 2 not funded)	These positions work to stimulate business and economic development in Milwaukee neighborhoods; therefore they are related to the reduction of PDI.
140.4.26-140.5.9	Housing Development section (salary funding for 17 positions)	These positions work to reduce or eliminate the disparate impacts of the foreclosure crisis, substandard housing, vacant housing, etc. on Milwaukee neighborhoods
140.7.14	\$802,953 in fringe benefit expenses for the positions identified above	Same as above.
140.8.26	Continuum of Care Grant special fund	This fund is related to the alleviation of PDI in that it supports an initiative (the Milwaukee Continuum of Care consortium) that works to serve the homeless and at-risk-of-homelessness and strives to ultimately end homelessness.
140.9.4	<i>In Rem</i> Property Management special fund	These funds will be used to maintain and market the growing number of City-owned <i>in rem</i> properties -- a problem that has a disparate impact on certain Milwaukee neighborhoods.

Proposed Exclusion: The department has requested that the Economic Development Division (salary and benefits for one position) not be included in the Milwaukee Promise.

Reason: Position is vacant and will not be filled; DCD plans to eliminate it in the 2012 Budget.

Proposed Exclusion: The department has requested that the Neighborhood & Business Development section (salary and benefits for 1 position).

Reason: One of the 3 funded positions, the Program Manager (Dwayne Edwards), has been transferred to DCD's Real Estate section to work on relocation of households displaced by MMSD's Kinnickinnic River flood abatement project.

Metrics: Table 9 indicates the metrics proposed by DCD for the remaining expenditures related to the Milwaukee Promise.

Table 9. Metrics for Milwaukee Promise, DCD.

Account	Metrics
Salary/benefits accounts, Office of the Commissioner	<p>Number of businesses supported by DCD activity.</p> <p>Number of jobs affected by DCD activity.</p> <p>Number of single-family home permits issued.</p> <p>Number of new affordable housing units constructed.</p> <p>Number of youth jobs created.</p> <p>Dollar value of private development investment leveraged by DCD activity.</p>
Salary/benefits accounts, Neighborhood & Business Development section	<p>Number of Main Street districts assisted.</p> <p>Number of Business Improvement Districts assisted.</p>
Salary/benefits accounts, Housing Development section	<p>Number of Targeted Investment Neighborhoods supported by DCD staff.</p> <p>Number of loans and grants made for home repair.</p> <p>Dollar value of loans and grants made for home repair.</p> <p>Number of units of foreclosed property purchased and renovated with NSP assistance.</p> <p>Dollar value of contracts awarded to M/W/D/EBEs for housing repair grants and loans.</p>
Continuum of Care Grant special fund	<p>Number of clients served by agencies that are members of the Continuum of Care.</p> <p>Dollar amount of federal grant funds awarded to the Continuum.</p>
<i>In Rem</i> Property Management special fund	<p>Number of <i>in rem</i> properties sold.</p> <p>Number of <i>in rem</i> properties managed.</p> <p>Assessed value of <i>in rem</i> properties returned to the tax roll as a result of sale.</p>

Department of Neighborhood Services

Account: Neighborhood Improvement Program (NIP). NIP contains 2 programs, the Code Enforcement Program and Housing Production Program.

Amount: All positions associated with the Neighborhood Improvement Program (NIP) are included in the Milwaukee Promise because this program serves low-income residents (owners and tenants) within the CDBG-defined area.

Metrics: Table 10 indicates the metrics proposed by DNS for expenditures related to the Milwaukee Promise--these will be tracked separately on the attached CDBG forms. Overall, the number of completed projects signed-off on for each program demonstrates the number of low-income properties that have received assistance in 2011.

Table 10. Metrics for Milwaukee Promise, DNS.

Program	Metrics
Code Enforcement Program	Number of inspections for code violations. Number of applications screened. Number of work scope/estimates prepared. Number of completed rehabilitation projects signed-off on.
Housing Production Program	Number of initial property surveys to evaluate scope of work. Number of interim Inspections and/or payment approvals. Number of authorized change orders and/or addendums. Number of completed new construction or rehabilitation. Projects signed-off on.

Additional Metrics:

Code Enforcement: Eight Code Enforcement positions (9 positions are authorized, but only 8 are funded for 2011) and a portion of the Supervisor that supervises them are included in the Milwaukee Promise. The positions are part of an internship program that provides entry-level positions to City residents. Ultimately, the measure of success of this program is in the successful hiring of City residents. The following measures will be tracked for individuals hired: home address, race and gender.

Nuisance Control: Five Nuisance Control Officer temporary positions are included in the Milwaukee Promise. The 5 positions are funded for maximum of 6 months per position (equivalent to 205 FTEs). The positions provide entry-level positions to City residents. Ultimately, the measure of success is in the successful hiring of City residents. The following measures will be tracked for individuals hired: home address, race and gender.

Department of Public Works

The following account, amount and metrics have been submitted by the Department of Public Works as subject to the Milwaukee Promise:

Account: Diversity in Urban Forestry Program. The program is a job-training program targeted at disadvantaged city residents. The training mirrors that of the Urban Forestry Specialists training program and prepares participants for employment in the green industry.

Amount: Two positions associated with the Diversity in Urban Forestry program of Urban Forestry Specialist and one-half of the time of one Urban Forestry Crew Leader was identified as subject to the Milwaukee Promise. This is the second of a 2-year program funded by CDBG which will begin its second year in March of 2011.

Metrics: The measure of success of this program is job placement; however, the following metrics will also be tracked:

- Number of persons recruited.
- Number of persons actively in training.
- Number of persons completing training.
- Number of persons placed in employment.
- Number of persons attaining a TCIA Ground Operations Specialist Certificate of Completion.
- Number of persons attaining a TCIA Tree Climber Specialist Certificate of Completion.
- Number of persons attaining a Class B Commercial Driver's License.
- Number of persons completing the City of Milwaukee Final Written and Performance Examination.

Fire and Police Commission

The following account, amount and metrics have been submitted by the Fire and Police Commission as subject to the Milwaukee Promise:

Account: Citizen Complaint Processing and Resolution expenditures.

Amount: The Budget Office estimates that approximately \$300,000 will be expended to address citizen complaints during 2011.

Metrics: The Fire and Police Commission proposes that the total of all expenditures to process and resolve citizen complaints should be used as the most accurate measurement of the Commission's efforts related to the Milwaukee Promise.

Fire Department

The following accounts, amounts and metrics were identified by the LRB in the 2011 Proposed Budget for the Fire Department as subject to the Milwaukee Promise.

Accounts:

Budget Line Nos.	Description	Rationale
200.4.21	FOCUS and Fire Prevention Education	These funds are used to provide fire safety outreach and install fire detectors in low-income areas of the City.

Amounts: FOCUS is funded through the block grant program to offset personnel costs associated with firefighting personnel installing smoke detectors and smoke detector batteries through neighborhood canvassing following the occurrence of a structure fire within specific NSP areas identified in the department's annual block grant application program narratives.

Metrics: The FOCUS program is limited to the CDBG area and has an impact on reducing disparate impact pertaining to the risk of property loss and personal injury or death due to fires. Because the risk of fire is significantly correlated with the presence of poverty, and the absence of working smoke detectors is significantly correlated with fire deaths, the following metrics have been established:

- The number of working smoke detectors newly-installed or made functional (e.g., replacement of a battery) in a given year within the CDBG area.
- The estimated total of and year-to-year increase in the number of operational smoke detectors in one and two family residential units within the CDBG area.

Health Department

Accounts/Amounts: Total expenditures of \$16,167,299 for several allocation categories based on the department's 2011 Adopted Budget. Table 12 indicates the department's anticipated Milwaukee Promise expenditures for 2011 by Direct (provided by the department), and Overhead and Umbrella allocations calculated by the LRB.

Table 12. Accounts Subject to Milwaukee Promise, Health Department.

Health Dept. Allocations	Direct	Overhead	Umbrella	Total
Wages & Salaries Categories				
Administrative	\$0	\$144,052	\$0	\$144,052
Communications & Public Relations	0	72,460	0	72,460
Office of Violence prevention	0	0	235,426	235,426
Compliance & Finance Div.	0	26,599	0	26,599
Information Technology	0	40,543	0	40,543
Finance	0	123,177	0	123,177
Human Resources	0	50,213	0	50,213
Clinic Operations	0	45,180	0	45,180
Buildings & Grounds Div.	0	57,448	0	57,448
Custodial Worker II/City Laborer	0	103,363	0	103,363
Family & Community Health Services	0	73,484	0	73,484
Maternal & Child Health Epidemiology Sec.	0	105,908	0	105,908
Maternal & Child Health	0	26,664	0	26,664
Ecocultural Family Interview Assessment	51,387	0	0	51,387
Milwaukee Nurse-Family Partnership	112,937	0	0	112,937
Health Centers - Core Team Nursing	1,116,839	0	124,094	1,240,933
Comprehensive Home Visiting	555,050	0	0	555,050
Project Launch	256,990	0	0	256,990
Women's, Infant's & Children's	725,390	0	0	725,390
Maternal & Child Health Grant	208,172	0	0	208,172
Plain Talk Initiative	48,247	0	0	48,247
Preventive Health - Nurse Resource	0	0	65,952	65,952
Breast Cancer Awareness	213,391	0	0	213,391
Medical Assistance Outreach	317,508	0	0	317,508

Milwaukee Promise Health Dept. Allocations	CONTINUED			
	Direct	Overhead	Umbrella	Total
Disease Control & Environmental Health	\$0	\$110,006	\$0	\$110,006
Home Environmental Health - Lead	0	0	76,288	76,288
Childhood Lead Poisoning Prevention	447,721	0	0	447,721
Childhood Lead Detection	185,117	0	0	185,117
Lead Poisoning Control	242,065	0	0	242,065
CDBG Lead Grant	461,070	0	0	461,070
Lead Hazard Reduction	310,516	0	0	310,516
Lead-based Paint Hazard Control	229,506	0	0	229,506
HUD Healthy Home	43,909	0	0	43,909
Sexually Transmitted Disease Clinic	978,708	0	0	978,708
HIV Women's Project	108,211	0	0	108,211
Dual Protection Partnership	67,624	0	0	67,624
Tuberculosis Control	207,661	0	51,916	259,577
Hepatitis B Immunization	34,313	0	0	34,313
Communicable Disease Div.	79,563	0	238,690	318,253
Immunization Action Plan	126,707	0	0	126,707
Immunization Action Plan - ARRA	60,280	0	0	60,280
School Readiness - Immunization Initiative	81,486	0	0	81,486
Immunization - Overhead	0	0	67,120	67,120
Laboratory Services Div.	0	119,496	0	119,496
Chemical Div.	0	24,642	0	24,642
Virological Div.	0	92,643	0	92,643
Microbiological Div.	0	224,058	0	224,058
Auxiliary Positions	0	3,216	0	3,216
Total Wages	\$7,270,368	\$1,443,152	\$859,486	\$9,573,006
Associated Fringe Benefits	3,489,777	692,713	412,553	4,595,043
Other Grant Expenditures	0	0	1,316,146	1,316,146
Operating Expenditures	0	663,111	0	663,111
Equipment Purchases	0	1,892	0	1,892
Special Funds	18,100	0	0	18,100
Total	\$10,778,245	\$2,800,868	\$2,588,186	\$16,167,299

The Health Department identified \$7,270,368 in direct wage expenditures for which precise metrics were developed, and included \$18,100, or 10% of Special Funds spending, as “overhead” for these Special Funds initiatives not readily accessed by standard metrics.

The Legislative Reference Bureau applied “wage overhead” related to these direct wage expenditures, applicable fringe benefit expenditures and “operating overhead” for operating expenditures and equipment purchases. The LRB used an “overhead allocation rate” of 37.84% which is the ratio of direct wages, associated fringe benefits and other grant expenditures to overall spending. The rationale for including these “overhead” allocations in the Milwaukee Promise initiative was to recognize Department spending needed to create the capacity to make direct Milwaukee Promise expenditures.

The LRB used a similar rationale to include “umbrella” wage expenses and associated fringe benefits with the Health Department’s Milwaukee Promise expenditures. Umbrella wages are spent by a division or program in addition to whatever direct Milwaukee Promise wages spent for the same program or division initiative.

Finally, the LRB included other grant expenditures by the Health Department which are not part of its O&M budget. Total grants for the Health Department for 2011 are projected at \$9,724,584, of which \$5,681,377 is allocated as direct wages to the Department’s O&M budget. After allocating \$2,727,061 for associated fringe benefits, \$1,316,146 remains for allocation.

The additional Milwaukee Promise allocations made by the LRB – overhead, umbrella and other grant expenditures – do not lend themselves readily to metric assessment, and no metrics are provided, but rather these expenditures create the capacity to deliver the direct services for which the Health Department has provided metrics.

Metrics: Table 13 indicates the metrics established by the Health Department for projected direct wages spent in 2011 that are subject to the Milwaukee Promise.

Table 13. Metrics for Milwaukee Promise, Health Department.

Metrics for Direct Allocations	Direct	Metric Description	Metric
Wages & Salaries Categories			
Ecocultural Family Interview Assessment	\$51,387	# of hours spent evaluating impact of program on families	800
Milwaukee Nurse-Family Partnership	112,937	# of home visits completed	1,000
Health Centers - Core Team Nursing	1,116,839	# of calls triaged	2,500
Comprehensive Home Visiting	555,050	# of families served	800
Project Launch	256,990	# of community meetings held	6
Women's, Infant's & Children's	725,390	# of participants served in WIC (duplicated)	90,000
Maternal & Child Health Grant	208,172	# of home visits completed	1,000
Plain Talk Initiative	48,247	# of residents reached	800
Breast Cancer Awareness	213,391	# of women screened for breast and cervical cancer	1,000
Medical Assistance Outreach	317,508	# individuals signed up	4,000
Childhood Lead Poisoning Prevention	447,721	# of children lead tested	54
Childhood Lead Detection	185,117	# of home visits	0
Lead Poisoning Control	242,065	# of housing units abated	80
CDBG Lead Grant	461,070	# of housing units inspected	100
Lead Hazard Reduction	310,516	# of housing units abated	128
Lead-based Paint Hazard Control	229,506	# of housing units abated	84
HUD Healthy Home	43,909	# of enrollments	40
Sexually Transmitted Disease Clinic	978,708	# of clients seen at Keenan HC	7,000
HIV Women's Project	108,211	# of cases managed	28
Dual Protection Partnership	67,624	# of clients provided reproductive health services	750
Tuberculosis Control	207,661	# of refugees screened	600
Hepatitis B Immunization	34,313	# of Hep B immunizations	1,750
Communicable Disease Div.	79,563	# of suspected CD reported	12,000
Immunization Action Plan	126,707	# of school/childcare visits	30
Immunization Action Plan - ARRA	60,280	# of school/childcare visits	30
School Readiness - Immunization Initiative	81,486	# of school/childcare visits	30
Total Wages	\$7,270,368		

Library

Accounts/Amounts: Table 14 indicates the accounts and amounts that were identified by the LRB in the 2011 Proposed Budget for the Milwaukee Public Library (MPL) that are subject to the Milwaukee Promise.

Table 14. Accounts Subject to Milwaukee Promise, MPL.

Line Nos.	Description	Rationale
220.3.7-8	Administrative Services - 2 positions	These staff members oversee/manage or perform other administrative tasks relating to the entire department, and one of the core missions of the entire department is to increase the literacy rate, knowledge and work skills of Milwaukee residents.
220.8.20	\$109,211 in fringe benefit expenses for the positions identified above.	Same as above.
220.9.21	Administrative Services - Library Materials – Books & Other	Library materials help City residents improve employment skills and provide resume and career information.
220.11.25-26, 220.12.2-6	Neighborhood Library Services – Community Outreach & Technology Center Initiative (10 positions)	The technology center positions work to increase public access to computers, online resources and computer training at Center Street Library, supporting the objective of reducing the number of families living in poverty and improving job growth.
220.14.9	\$173,726 in fringe benefit expenses for the positions identified above.	Same as above.
220.15.5	\$103,328 - Operating Expenditures Total - Operating and Material Costs Community Outreach & Technology Center Initiative	Same as above.
220.18.3-9	Central Library Services – Youth & Community Outreach Services Section (8 positions)	These positions provide outreach services to youth, daycares and nursing homes supporting the objective of improved literacy rates which relates to the reduction of PDI.

Line Nos.	Description	Rationale
220.21.16	\$201,717 in fringe benefit expenses for the positions identified above.	Same as above.

Metrics: The Library would like it to be noted that alleviating PDI is not the sole mission of MPL or any public library. By their nature, public libraries address disparities at many levels and contribute to democracy as well as the health, education, well-being, and quality of life of any community, large or small, rich or poor.

The Library has proposed the following metrics for Milwaukee Promise related expenditures in its budget:

- Number of funded public hours.
- Number of customer visits.
- Number of library cards issued.
- Number of public computer hours.
- Number of items added to collection.
- Amount of circulation of collection.
- Number of and attendance level at community outreach events.
- Number of and attendance level at Books2Go outreach sessions.
- Center Street Library – Number of customer visits.
- Center Street Library – Attendance level at selected programs.

Municipal Court

Accounts: Driver's Licensure and Employment Project Special Purpose Account (SPA) and the Municipal Court Intervention Program SPA.

The Drivers Licensure and Employability Program is a workforce development program that is directed toward low- and moderate-income citizens who do not have driver's licenses due to their failure to pay court ordered judgments. This program targets referrals from agencies with clients who are job-ready or ready to begin apprenticeship or training programs but cannot proceed without a driver's license

Amounts:

Driver's Licensure and Employment SPA: In 2011, the City will provide \$200,000 in funding for the Driver's Licensure and Employment SPA, with \$150,000 provided through CDBG funding and \$50,000 provided by tax levy funding by the SPA. The project is coordinated by Justice 2000, Inc., with a 2011 budget of approximately \$930,000, with the City providing \$200,000 and the remaining portion provided by various agencies and foundations.

Municipal Court Intervention Program SPA: In 2011, the City will provide \$425,320 in funding for the Municipal Court Intervention Program SPA. The \$425,320 is the same amount as provided in the 2010 Budget. The goal of this program is to provide defendants with alternatives to serving jail time when they are unable to pay fines due to indigence or who are in need of special services. Justice 2000, a local community-based organization, staffs the program. This special purpose account funds these contractual services.

Metrics:**Table 14. Metrics for Milwaukee Promise, Municipal Court.**

Program	Metrics
Driver's Licensure and Employment SPA	<p>Number of referrals per quarter and YTD as compared to annual target.</p> <p>Number of persons advised per quarter and YTD, and % of referrals.</p> <p>Number of cases admitted to case management per quarter and YTD, and % of referrals.</p> <p>Number of cases closed per quarter and YTD, and % of referrals and of annual target.</p> <p>Number of clients licensed per quarter and YTD, and % of referrals and of annual target.</p> <p>Number of assigned and completed community service hours per quarter and YTD.</p> <p>Percent of clients who are very low income.</p> <p>Percent of clients who are still licensed after two years, reported annually.</p>
Municipal Court Intervention Program SPA	<p>Rates of compliance in 2011 with AODA, Mental Health, Co-Occurring Disorders and Community Service programs.</p> <p>Number of community service hours completed.</p> <p>Dollar amount of fines paid.</p> <p>Number of days in jail avoided.</p> <p>Dollar amount of incarceration costs avoided.</p>

Police Department

Accounts/Amounts: Table 15 indicates the accounts and amounts that were identified by the LRB in the 2011 Proposed Budget for the Milwaukee Police Department (MPD) that are subject to the Milwaukee Promise.

Table 15. Accounts Subject to Milwaukee Promise, MPD.

Line Nos.	Description	Rationale
260.19.9	Weed & Seed beat patrol officers (salary funding for 6 positions)	These positions relate to alleviation of the disparity in crime rates among Milwaukee neighborhoods – i.e., these positions target crime in central-city neighborhoods that have above-average crime rates.
260.21.10,12,14-17	Neighborhood Task Force (20 positions)	
260.27.23	Police officers assigned to foot beat patrol to combat drug trafficking and prostitution.	
260.31.6	\$1,282,940 in fringe benefit expenses for the positions identified above	

Metrics: The Police Department has proposed the following metrics to measure the effectiveness of the identified expenditures in alleviating poverty, disparity and inequality in Milwaukee neighborhoods most affected by crime and disorder:

- Reduction in the number of street crimes (e.g., robbery, aggravated assault) in the District 2 Weed and Seed area (particularly the area bounded by W. National Ave., W. Mitchell St., S. Cesar Chavez Dr. and S. 31st St.). Also, the change in the number of burglary offenses, as measured by calls for service and reported crime.

- Reduction in the number of violent crimes (e.g., homicide, aggravated assault, robbery) in the targeted North Side (W. Keefe Ave. – W. Vliet St. – N. 12th St. – N. 51st St.) and South Side (W. National Ave. – W. Lincoln Ave. – S. 6th St. – S. Layton Blvd.) areas patrolled by the Neighborhood Task Force. Also, the increase in traffic safety in these areas, as measured by a decrease in traffic fatalities.
- Reductions in calls for service and incidents relating to drug dealing and prostitution in selected South Side neighborhoods (particularly W. National Ave. between S. Chavez Dr. and S. Layton Blvd.).

For all 3 metrics, the reductions will be determined by comparing current-year statistics with data for comparable periods in previous years.

Appendix

1. Amendment 34 to 2011 Proposed Budget
2. Charter of the Milwaukee Promise
3. Enabling Legislation, Common Council File Number 100884
4. Year One Plan and Calendar

DEPARTMENT	BUDGET IMPACT	TAX LEVY IMPACT	TAX RATE IMPACT PER \$1,000
VARIOUS DEPARTMENTS	+\$0	+\$0	+\$0.00

AMENDMENT INTENT

The intent of this amendment is to identify lines in the 2011 Budget that contribute to the “Milwaukee Promise”.

OVERVIEW

1. The Milwaukee Promise is a commitment by the City to be responsible and accountable in all expenditures related to poverty alleviation and unemployment reduction.
2. Under the Milwaukee Promise, any City department, program or agency that receives funding for poverty-reduction or job-creation efforts -- regardless of whether that funding is for salaries, operating expenditures, special funds, capital projects, special purpose accounts, etc. -- will be required to track the outcomes of these efforts and report on their overall success and accomplishments at the end of the year. This will allow the City to recognize the programs and efforts that are most successful in addressing poverty and unemployment. The Common Council will also be able to use the results of this reporting mechanism to direct funding in future City budgets to those programs that produce the greatest results.

IMPACT

1. This amendment inserts an attachment (appendix) to the 2011 Budget that lists, by budget line, all expenditures that are components of the Milwaukee Promise – i.e., they have been identified as being partially or entirely related to the reduction of poverty or unemployment in Milwaukee. Upon final adoption of the Budget, the page and line numbers will be removed and replaced with account names.
2. This amendment does not add, eliminate or change funding levels in the 2011 Proposed Budget. Therefore, it has no impact on the total budget, tax levy or tax rate.

ORIGINAL SPONSOR(S): Ald. Hamilton and Coggs

COMMITTEE VOTE (5-0):
 In favor: Ald. Murphy, Bauman, Dudzik, Coggs, Kovac
 Opposed: None

Prepared by: Jeff Osterman
 LRB – Research & Analysis Section
 October 26, 2010
 Revised October 29, 2010

OBJECTIVE, OVERALL BUDGET LEVY EFFECT OF THIS POSSIBLE AMENDMENT TO THE 2011 PROPOSED BUDGET

By Ald. Hamilton

VARIOUS DEPARTMENTS

Insert the following attachment that identifies budget lines that contribute to the "Milwaukee Promise." Upon final budget adoption, account names will be added and budget pages and lines will be removed from the appendix.

<u>BUDGET</u>	<u>TAX LEVY</u>	<u>TAX RATE EFFECT</u>
<u>EFFECT</u>	<u>EFFECT</u>	<u>(PER \$1,000 A.V.)</u>

Operating Budget

\$+0

\$+0

\$+0.000

BMD-2 PAGE AND LINE NUMBER	DETAILED AMENDMENT	CHANGE IN 2011 POSITIONS OR UNITS COLUMN		CHANGE IN 2011 AMOUNT COLUMN	
		NUMBER TO BE CHANGED	AMOUNT OF CHANGE	AMOUNT TO BE CHANGED	AMOUNT OF CHANGE
570.1-10	<p>TOTAL BUDGET AUTHORIZATIONS AND FUNDING</p> <p>Immediate following the line:</p> <p>"Total Funding for Common Council Controlled Purposes"</p> <p>Insert the following attachment:</p>				

The Milwaukee Promise

Department	Page #	Line #	Amount	Function
Department of Administration				
	110.15	4	\$1,194,879	CDGA Admin
	110.16	9	\$32,724	CDGA Admin
	110.19	15	\$194,668	EBE Admin
	110.20	9	\$93,441	Fringes Related to the Above
	110.22	21	\$103,951	IRD Admin
	110.23	10	\$49,896	Fringes Related to the Above
CDBG				
	500.1	21	\$12,591,600	Mandated Essential Services (incl. HOME)
City Attorney				
	130.1	11	\$299,324	Community Prosecution Unit
	130.3	3	\$143,676	Fringes Related to the Above
Capital				
	460.2	17	\$8,000,000	Grants & Aids
	460.2	24	\$50,000	Municipal Art Fund
	460.3	8	\$400,000	Housing Trust Fund
	460.7	20	\$140,000	Upgrade City Website
	460.11	9	\$250,000	NCDSI
	460.11	11	\$16,310,000	TID
	460.11	26	\$1,500,000	Development Fund
	460.12	6	\$250,000	BID
	460.12	18	\$200,000	Healthy Neighborhoods Initiative
	460.12	22	\$1,560,257	ADA River Walk
	460.12	26	\$300,000	Housing Infrastructure Preservation Fund
	460.13	8	\$200,000	In Rem
	460.21	3	\$110,000	Health Facilities Capital
	460.23	18	\$2,000,000	Library Initiative
	460.26	10	\$377,913	Police Administration Building
	460.43	8	\$10,042,020	Total - DPW Infrastructure Services
City Development				
	140.6	19	\$1,672,818	Various Economic Development Positions
	140.7	14	\$802,953	Fringes Related to Above
	140.8	26	\$50,000	Continuum of Care Grant
	140.9	4	\$61,144	In Rem Property Maintenance Fund
Common Council - City Clerk				
	320.2	14	\$25,000	CED Committee Fund
Comptroller				
	160.4	2	\$440,994	Auditing Services
	160.5	3	\$211,677	Fringes Related to Above

Department	Page #	Line #	Amount	Function
Fire and Police Commission	190.5	6	\$384,142	30% of Total Dedicated to IDP
Fire Department	200.4	21	\$255,000	FOCUS and Fire Prevention Education
Health	500.1	21	\$9,724,584	Various Grants
	210.13	20	\$4,208,132	O&M Side of Various Grants
	210.21	21	\$2,019,903	Fringes Related to Above
	210.22	17	\$176,245	Operating (Support of Above)
	210.23	6	\$500	Equipment Purchases (Support of Above)
	210.23	14	\$18,100	Special Funds (Support of Above)
Library	220.7	21	\$227,523	Admin Services
	220.8	20	\$109,211	Fringes Related to Above
	220.9	21	\$1,435,000	Books and Other
	220.13	10	\$371,929	Community Outreach and Technology Center
	220.14	9	\$178,526	Fringes Related to Above
	220.15	5	\$140,600	Operating Materials Cost
	220.20	13	\$420,244	Youth & Community Outreach Services
	220.21	16	\$201,717	Fringes Related to Above
Mayor	230.4	11	\$360,810	30% of Total Dedicated to IDP
Department of Neighborhood Services	250.5	17	\$31,000	Building Code Enforcement Supervisor
	250.5	21	\$235,944	Code Enforcement Inspectors
	250.6	3	\$79,829	Neighborhood Improvement Project
	250.6	5	\$326,966	Neighborhood Improvement Project
	250.6	6	\$46,977	Neighborhood Improvement Project
	250.6	7	\$35,404	Neighborhood Improvement Project
	250.7	2	\$88,410	Neighborhood Improvement Project
Police	260.28	13	\$2,672,791	Beat Patrol/Weed&Seed/Prostitution
	260.31	6	\$1,282,940	Fringes Related to the Above
Department of Public Works Operations Division - Forestry Section	310.28	14	\$93,572	Urban Forestry
	310.28	15	\$27,570	Urban Forestry
Special Purpose Accounts	320.2	5	\$250,000	Driver's Licensure Project
	320.3	25	\$425,300	Municipal Court Intervention Program
Total			\$85,487,804	

THE MILWAUKEE PROMISE

The following budget lines and amounts have been identified by Common Council staff as funding that supports "The Milwaukee Promise". Additional information on "The Milwaukee Promise" is available in Common Council File #100884, a resolution approving the "Charter of the Milwaukee Promise" and directing the proper city staff to cooperate in its implementation.

	<u>AMOUNT</u>	<u>FUNCTION</u>
<u>DEPARTMENT OF ADMINISTRATION</u>		
Gross Salaries & Wages	\$1,193,994	CDGA Administration Salary
Estimated Employee Fringe Benefits	\$32,724	CDGA Administration Fringes
Gross Salaries & Wages	\$194,668	Emerging Business Enterprise (EBE) Program
Estimated Employee Fringe Benefits	\$93,441	EBE Fringe Benefits
Gross Salaries & Wages	\$103,951	Intergovernmental Relations Division (IRD) Salary
Estimated Employee Fringe Benefits	\$49,896	IRD Fringe Benefits
<u>CDBG</u>		
Grant and Aid Projects	\$12,591,600	Mandated Essential Services (incl. HOME)
<u>CITY ATTORNEY</u>		
Gross Salaries & Wages	\$299,324	Community Prosecution Unit Salary
Estimated Employee Fringe Benefits	\$143,676	Community Prosecution Unit Fringes
<u>CAPITAL</u>		
Grantor Share-Non City Cash - Cash Revenues	\$8,000,000	Unassigned Grants & Aids Capital Budget Authority
Municipal Art Fund - Cash	\$50,000	Municipal Art Fund
Housing Trust Fund - New Borrowing	\$400,000	Housing Trust Fund
Improve/Update City Website - Cash	\$140,000	Upgrade City Website
Neigh. Commercial District Street Improvement Fund - New Borrowing	\$250,000	NCDSI
Tax Increment Finance Urban Renewal Projects - New Borrowing	\$16,310,000	TID - New Borrowing for potential new TIDs
Development Fund - Cash & New Borrowing	\$1,500,000	Development Fund
Business Improvement Districts - New Borrowing	\$250,000	Business Improvement Districts
Healthy Neighborhoods Initiative - New Borrowing	\$200,000	Healthy Neighborhoods Initiative
ADA Riverwalk Construction - New Borrowing	\$1,560,257	ADA River Walk
Housing Infrastructure Preservation Fund - New Borrowing	\$300,000	Housing Infrastructure Preservation Fund
In Rem Property Program - New Borrowing	\$200,000	In Rem Property Program
Health Facilities Capital Projects - New Borrowing	\$110,000	Health Facilities Maintenance Program
Library Facilities Initiative - New Borrowing	\$2,000,000	Library Facilities Initiative
Remodel Administration Building Offices - New Borrowing	\$377,913	Police Administration Building Renovation
DPW Infrastructure Services Programs - New Borrowing	\$10,042,020	Total - DPW Infrastructure Services
<u>CITY DEVELOPMENT</u>		
Gross Salaries & Wages	\$1,672,818	Various Economic Development Positions Salaries
Estimated Employee Fringe Benefits	\$802,953	Various Economic Development Positions Fringes
Continuum of Care Grant Special Funds	\$50,000	Continuum of Care Grant
In Rem Property Management Special Funds	\$61,144	In Rem Property Maintenance Fund
<u>COMMON COUNCIL-CITY CLERK</u>		
Purpose Acct.	\$25,000	CED Committee Fund
<u>COMPTROLLER</u>		
Gross Salaries & Wages	\$440,994	CD Grant Accounting Services Salaries
Estimated Employee Fringe Benefits	\$211,677	CD Grant Accounting Services Fringes

	<u>AMOUNT</u>	<u>FUNCTION</u>
<u>FIRE AND POLICE COMMISSION</u>		
Fire & Police Commission Total Budget	\$384,142	30% of Total Dedicated to IDP
<u>FIRE DEPARTMENT</u>		
Gross Salaries & Wages (Grant & Aids)	\$255,000	FOCUS and Fire Prevention Education
<u>HEALTH DEPARTMENT</u>		
Grant and Aid Projects	\$9,724,584	Various Grants
Gross Salaries & Wages	\$4,208,132	O&M Side of Various Grants
Estimated Employee Fringe Benefits	\$2,019,903	Fringes Related to Above
Operating Expenditures	\$176,245	Operating (Support of Above)
Equipment Purchases	\$500	Equipment Purchases (Support of Above)
Special Funds	\$18,100	Special Funds (Support of Above)
<u>LIBRARY</u>		
Gross Salaries & Wages	\$227,523	Admin Services
Estimated Employee Fringe Benefits	\$109,211	Fringes Related to Above
Library Materials - Books & Other - Equipment Purchases	\$1,435,000	Books and Other
Gross Salaries & Wages	\$371,929	Community Outreach and Technology Center
Estimated Employee Fringe Benefits	\$178,526	Fringes Related to Above
Operating Expenditures	\$140,600	Operating Materials Cost
Gross Salaries & Wages	\$420,244	Youth & Community Outreach Services
Estimated Employee Fringe Benefits	\$201,717	Fringes Related to Above
<u>MAYOR'S OFFICE</u>		
Mayor's Office Total Budget	\$360,810	30% of Total Budget Dedicated to IDP
<u>DEPT. OF NEIGHBORHOOD SERVICES</u>		
Gross Salaries & Wages	\$31,000	Building Code Enforcement Supervisor Salary
Gross Salaries & Wages	\$235,944	Code Enforcement Inspectors Salary
Gross Salaries & Wages	\$79,829	Neighborhood Improvement Project Salary
Gross Salaries & Wages	\$326,966	Neighborhood Improvement Project Salary
Gross Salaries & Wages	\$46,977	Neighborhood Improvement Project Salary
Gross Salaries & Wages	\$35,404	Neighborhood Improvement Project Salary
Gross Salaries & Wages	\$88,410	Neighborhood Improvement Project Salary
<u>POLICE DEPARTMENT</u>		
Gross Salaries & Wages	\$2,672,791	Beat Patrol/Weed & Seed/Prostitution Salary
Estimated Employee Fringe Benefits	\$1,282,940	Beat Patrol/Weed & Seed/Prostitution Fringe
<u>DEPT. OF PUBLIC WORKS OPERATIONS DIVISION - FORESTRY SECTION</u>		
Gross Salaries & Wages	\$93,572	Urban Forestry Salary
Gross Salaries & Wages	\$27,570	Urban Forestry Salary
<u>SPECIAL PURPOSE ACCOUNTS</u>		
Drivers License Recovery & Employability Program Special Purpose Acct.	\$250,000	Driver's Licensure Project
Municipal Court Intervention Program Special Purpose Account	\$425,300	Municipal Court Intervention Program
<u>TOTAL</u>	\$85,486,919	

CHARTER OF THE MILWAUKEE PROMISE

Enabling Legislation: CCFN 100884

VISION AND ASSUMPTIONS

Milwaukee is a great city. Its residents are among the hardest-working, conscientious, and dedicated anywhere and these attributes know no distinction of race, sex, or class. Milwaukeeans have always committed their time, effort and treasure to creating not only the physical manifestations of civic life, but improving the non-material aspects of life as well. Clean streets, safe neighborhoods, flourishing businesses, and good government are all things Milwaukee residents want not only for themselves, but for their children.

Unfortunately, the reality for many in this city is that all their efforts, all their struggles, have not brought the just fruit of their labors. Recent reports identifying Milwaukee as having the fourth-highest poverty rate in the nation only underscore what many who live here already know: theirs is a dream deferred. And as surely as government has an obligation to build roads, clean streets, plow snow, and fight fires, it also has an obligation to do what it can to clear obstacles to achievement and open doors to success for its residents.

While the challenges confronted by Milwaukee residents are as varied as the people themselves, the Milwaukee Promise classifies these challenges into three broad categories: Poverty, Disparity, and Inequality. Hereafter referred to as PDI, the Promise acknowledges that any system of this type is imperfect, however, it captures a broad range of those challenges that ought to be a primary focus of the efforts of this government.

Perhaps the most painful irony is that the City of Milwaukee already spends a great deal of money attempting to remediate the effects of PDI. In fact, one of the underlying assumptions of the Milwaukee Promise is that it is not solely a lack of resources that prevents the remediation of these challenges. It is, instead, that these resources are often misallocated or not used in ways that provide the greatest benefit to the greatest number.

Another important assumption that underlies the Milwaukee Promise is that certain municipal services are delivered without consideration of their effect on PDI. Police officers are sworn to protect all citizens. Firefighters do not check income levels before they put out a fire. On the other hand, the City has already made policy decisions that were expected to make a difference in PDI and whether they have or have not should be evaluated. As just one example, when the "MORE" ordinance was adopted in early 2010, the expectation was that a larger percentage of public works' projects would be directed to local businesses – particularly those that employ minorities and others categorized as "at a disadvantage".

The Milwaukee Promise also assumes that it is the workers of this City – from the front-line to the top – who are best able to determine how to measure their work fairly. There is no presumption here that these employees are some sort of bureaucratic stereotype uninterested in the condition of their fellow citizens. To the contrary, the Milwaukee Promise calls on all of them to participate actively in making this program work – both in its planning and execution. There is a real belief underlying this initiative that municipal employees want to see their efforts amount to something more than a paycheck and a pension.

What must be absolutely clear is that, in its inaugural year, the Milwaukee Promise does not add one cent to the annual budget. Further, it makes no changes to the allocation of funds in the budget. Instead, it identifies those resources in the budget that will be subjected to a heightened level of scrutiny throughout 2011 to determine how well they are being used. The information derived will be used to better inform the Mayor and the Common Council as they work together to confront PDI in the 2012 budget.



City of Milwaukee

200 E. Wells Street
Milwaukee, Wisconsin
53202

Legislation Text

File #: 100884, **Version:** 0

Number

100884

Version

ORIGINAL

Reference

Sponsor

ALD. HAMILTON, COGGS, WADE, KOVAC, ZIELINSKI, MURPHY, BAUMAN AND HINES

Title

Resolution approving the "Charter of the Milwaukee Promise" and directing the proper City staff to cooperate in its implementation.

Analysis

This resolution approves the "Charter of the Milwaukee Promise" and the associated "Year One Plan and Calendar". It also directs the proper City staff to cooperate in the implementation of the Milwaukee Promise and its "Year One Plan and Calendar".

Body

Whereas, Milwaukee has the 4th highest poverty rate among major U.S. cities; and

Whereas, Milwaukee is also known to have a number of disparities and inequalities among various socio-economic groups and geographic areas relating to the incidence of infant mortality, lead-based paint contamination, sexually transmitted diseases, failure to complete high school, crime, unemployment/underemployment and other problems; and

Whereas, While the City of Milwaukee already devotes a significant portion of its annual budget to addressing poverty, inequality and disparity, there is a lack of information about whether these resources are being used appropriately, effectively and in a manner that provides the greatest benefit to the greatest number of Milwaukee residents; and

Whereas, It is appropriate for the Mayor and Common Council to evaluate the effectiveness of City policies, programs and expenditures intended to address the problems of poverty, disparity and inequality; and

Whereas, By amendment to the 2011 Proposed Budget, the Common Council adopted the "Milwaukee Promise," a commitment by the City to be responsible and accountable in all expenditures related to the reduction of poverty, disparity and inequality in Milwaukee; and

Whereas, While the Milwaukee Promise amendment does not add, eliminate or change funding levels in the 2011 Budget, it identifies, by budget line, all expenditures (including salaries, operating expenses, special funds, capital projects and special purpose accounts) that are partly or wholly related to the reduction of poverty, disparity and inequality in Milwaukee; and

Whereas, The "Charter of the Milwaukee Promise" and "Year One Plan and Calendar," which are attached to and made a part of this file, set forth the rationale for establishing the Milwaukee Promise as well as the logistics of how this initiative will be carried out; and

Whereas, As indicated in the Charter, the Milwaukee Promise calls on City employees -- both managers and front-line staff -- to actively participate in planning and executing this initiative; and

Whereas, The information gathered by City staff in the execution of the Milwaukee Promise will assist the Mayor and Common Council in making better-informed decisions as they work together to address poverty, disparity and inequality in the development of the 2012 City Budget; now, therefore, be it

Resolved, By the Common Council of the City of Milwaukee, that the attached "Charter of the Milwaukee Promise" and "Year One Plan and Calendar" are approved; and, be it

Further Resolved, That staff of the proper City departments (including, but not limited to, those identified in the Milwaukee Promise amendment to the 2011 Budget) are directed to cooperate in the implementation of the Milwaukee Promise and its "Year One Plan and Calendar".

Requestor

Drafter

LRB122890-1

JDO

10/27/2010

YEAR ONE PLAN AND CALENDAR

November 5, 2010: The Milwaukee Common Council will adopt the 2011 budget. Throughout it, staff will have identified no less than \$75 million in expenditures as subject to the terms of the Milwaukee Promise. In some cases, the lines will be “whole”. In others, a portion of those lines will be identified. In either case, staff will be prepared to explain why those purposes and amounts were identified as being part of the resources the City commits annually to confronting PDI.

November – December, 2010: The staff of the Legislative Reference Bureau will contact departments with funds identified as subject to the terms of the Milwaukee Promise. These departments will be asked if they believe their funds are correctly identified. If they do not, staff will have some latitude to refine departmental participation. Significant variances must be reported to the Finance and Personnel Committee. Once issues of identification are resolved, each department will be asked to submit metrics by which its progress in addressing PDI can be fairly measured. Again, staff will have some ability to negotiate these metrics, but the final decision over whether particular measures are acceptable or not will rest with the Common Council and the Mayor following review by the Finance and Personnel Committee. The initial report of the Milwaukee Promise program finalizing both amounts and metrics will be due to the Common Council no later than December 31, 2010

January-August 2011: Two quarterly reports on departmental achievement in meeting measures agreed on will be gathered by the staff of the Legislative Reference Bureau. They will be submitted to the Common Council and reviewed by the Community and Economic Development Committee. Individual public hearings on their contents may or may not be scheduled, in the discretion of the Committee. A third quarterly report, including estimates of results for the month of September, will be prepared and submitted to the Common Council on or before Labor Day 2011. This report will be distributed to all Council members and is intended to assist them as they evaluate various departments during budget deliberations.