

GOAL: TO CREATE DIVERSE HOUSING CHOICES.

Strategic Objectives:

- Promote development of market-rate housing throughout the city.
- Add 500 new downtown and near downtown housing units per year.
- Add 100 new market-rate housing units per year in non-downtown areas.
- Work with CDCs and private developers to rehab and sell 100 units per year.
- Add 100 new housing units per year in the block grant area.
- Provide and maintain high-quality public housing.

Benchmarks:

- Number of new housing units
- Number of rehabbed housing units
- Equalized value of residential property

Issue Synopsis:

Housing development is inextricably connected to economic development. Preservation and expansion of the housing stock grows the tax base, attracts commerce, and demonstrates the health of neighborhood marketplaces. Additional economic benefits include the jobs, materials and services generated by the construction, marketing and sale of housing and the spending power brought by new residents.

The availability and creation of a diversity of housing choices can curb sprawl. The attraction of jobs and new housing development to Milwaukee, the urban center, can curtail spiraling transportation expenditures. It can have a positive impact on pollution emissions and the environment.

Urban centers thrive because of diversity. In addition, Milwaukee's accessibility, cultural and entertainment amenities, and its waterfronts enhance its quality of life, and create a living environment that is without equal. Neighborhoods are building blocks. They are interdependent. It is therefore essential to maintain and improve the parts. Housing in all styles and at all price points must be available to attract and retain businesses, employees, and residents. Milwaukee must strengthen its position as the place of choice for middle and upper income families and individuals.

Strategy 1: Increase and target new housing production that contributes to Milwaukee's unique urban landscape.

Action Plan:

1. Utilize comprehensive planning in the development and redevelopment of neighborhoods.
2. Promote market rate housing.
3. Set annual production goals city-wide.
 - Add 500 new downtown and near downtown housing units per year.
 - Add 100 new market-rate housing units per year in non-downtown areas.

- Working with CDCs and private developers, rehab and sell 100 units per year.
- Add 100 new housing units per year in the block grant area.
- 4. Support environmentally friendly construction and encourage high-quality, cost-effective building styles, methods and materials.
- 5. Cluster housing development efforts to provide incentive for increased investment including commercial development.
- 6. Assemble, prepare and market sites for new residential development. Use selective intensive code enforcement and demolition based on neighborhood strategy to remove blighting or obsolete properties and make room for development.
- 7. Facilitate the development process for residential developers.
- 8. Develop systems to allow tracking of all housing development, public and private, on a city-wide basis.

Strategy 2: Promote preservation of existing housing stock.

Action Plan:

1. Support the efforts of the Department of Neighborhood Service to develop resources for the maintenance and rehabilitation of housing.
2. Assist in the creation of partnerships with developers and lenders to implement programs that upgrade Milwaukee's housing stock.
3. Preserve and enhance the unique features of neighborhoods.
4. Offer a wide variety of enforcement and incentive services based on needs of the individual neighborhoods.

Strategy 3: Support and encourage diversity (income, race, lifestyle, etc.) in all housing in the city -- both neighborhoods and downtown.

Action Plan:

1. Obtain and distribute residential market data that will assist in understanding neighborhood housing markets and formulating housing strategies.
2. Guide policy and development decisions to assure a mix of housing options for all residents.
3. Promote fair housing principles in the community.
4. Maintain affordable housing while encouraging higher-end market rate housing in neighborhoods to avoid gentrification and economic segregation.

Strategy 4: Provide public housing and community service programs that strengthen and enhance the social, economic and physical environment, especially for those of lower income.

Action Plan:

1. Maximize and manage federal housing dollars to ensure decent, safe and sanitary public housing, including veterans housing.
2. Develop mixed-income housing at public housing developments and other neighborhoods throughout the city.
3. Adapt public housing for elderly assisted living.

4. Provide home-based services for the elderly so they can age in-place.
5. Help residents acquire the skills needed to increase their income and become homeowners.
6. Coordinate services to help Section 8 participants become self-sufficient.
7. Continue to explore partnership ventures.
8. Develop a plan to reduce the density and isolation of the Highland Park Housing Development.
9. Reduce the vacancy rate in the HACM high-rise developments.
10. Help M/W/DBE businesses diversify their revenue and provide contracting opportunities for emerging businesses.

Strategy 5: Maximize and utilize all available resources, including state, federal and private dollars, to carry out the city's housing strategy.

Action Plan:

1. Coordinate the department's economic development activities to complement and strengthen CDBG funded activities.
2. Work with lenders to ensure the availability of mortgage products for mixed-use developments, rehabilitation of housing and historic restoration.
3. Develop cooperative relationships with parties involved in the housing delivery system including the Department of Neighborhood Services, neighborhood residents, property owners, lending institutions, and the real estate industry--including WHEDA, fair housing council, HUD, CBGA, UWM and the Marquette housing institute.
4. Aggressively monitor and promote legislative changes on the local, state and federal level that will positively advance the City of Milwaukee housing and neighborhood development objectives.
5. Ensure all development plans include stated objectives and measures of success.

Strategy 6: Aggressively market Milwaukee for in-fill and new housing development.

Action Plan:

1. Develop marketing materials to encourage private development and investment in housing.
2. Seek out and promote conversion and mixed-use opportunities, including live-work, throughout the city.
3. Highlight "best practice" models of residential construction to encourage and facilitate new residential infill development.
4. Work with community partners to market and promote awareness of housing opportunities in Milwaukee.
5. Develop a plan to strategically dispose of in-rem and City-owned lots. Address the use of spot acquisition funds to help achieve housing development goals.
6. Cluster development to build on the strengths of neighborhoods and leverage investments.

Strategy 7: Promote home ownership and responsible rental property ownership.

Action Plan:

1. Work with partners in the housing delivery system (e.g., lenders, real estate professionals, Fannie Mae, etc.) to create a comprehensive citywide marketing plan to promote homeownership and responsible rental property ownership.
 - Work with partners (e.g., lenders, counseling agencies, Select Milwaukee) to create a clearinghouse for information on homeownership and resources for homeownership.
 - Market opportunities and increase resources for neighborhood resident ownership of rental properties (e.g., Buy in Your Neighborhood)
 - Continue working with community organizations, block clubs, the Citywide Housing Coalition and others to encourage responsible rental property ownership (e.g. neighborhood property surveys, identification of purchase opportunities for neighborhood residents)
2. Work in partnership with the local lending community to develop additional funding sources for the maintenance and rehabilitation of owner-occupied housing and the purchase and rehabilitation of rental properties.
3. Expand homeownership opportunities for Housing Authority and Section 8 residents through the SH and voucher programs.
4. Implement a pilot Home Equity Assurance Program.
5. Support continued funding of the landlord training program, increase marketing and outreach efforts. Link attendance at landlord training program with public and private financing programs.
6. Work with other City Departments to address issues (including problem behavior) that affect quality of life in City neighborhoods.

HOUSING POLICY PAPERS

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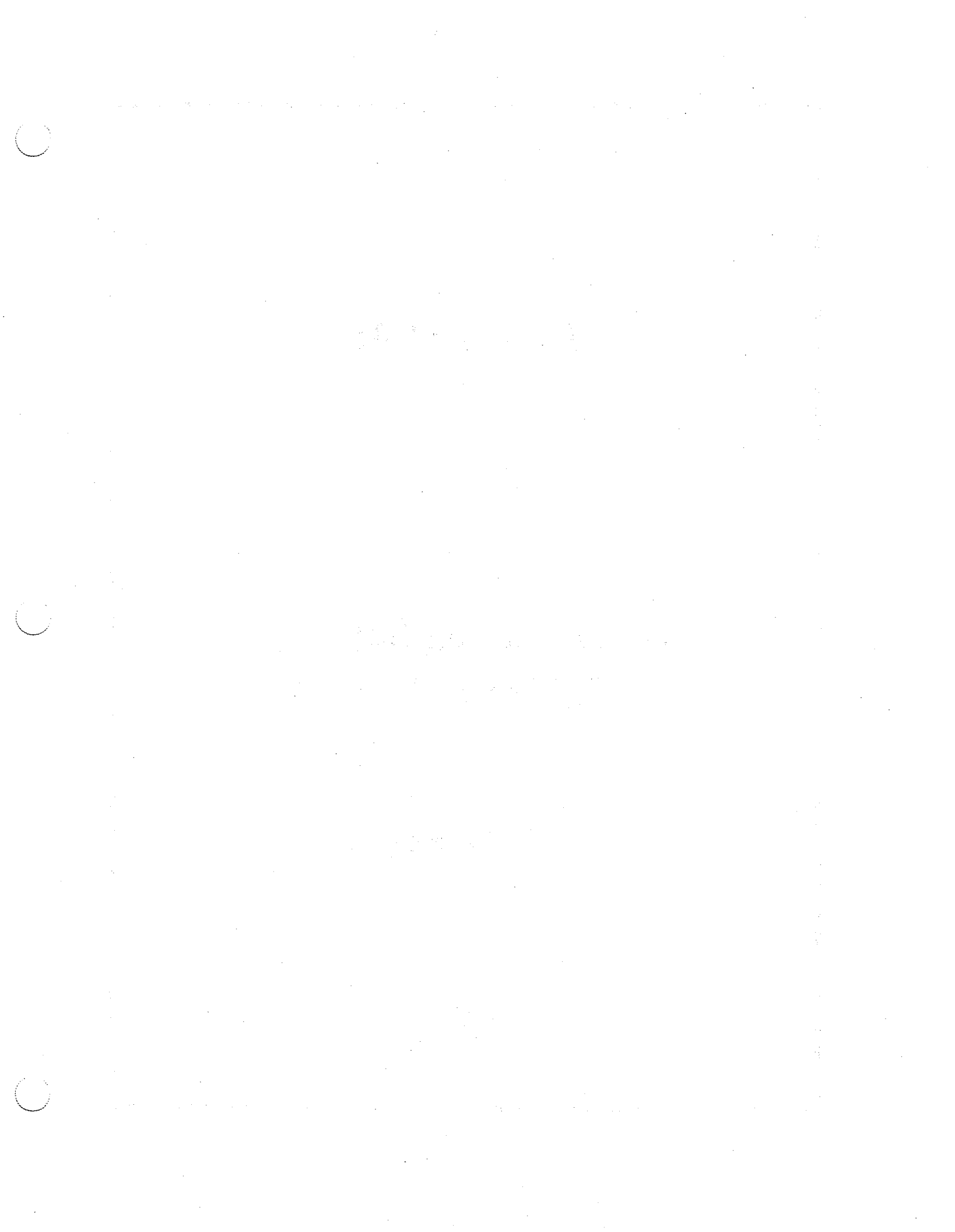
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**City of Milwaukee
Housing Policy Papers**

June 7, 2001



Housing Policies

1. Revitalization, Stabilization, and Maintenance
2. Tax Increment District (TID) Policy for Housing Development
3. Targeted Investment Neighborhood (TIN) program
4. Tax Deed Policy
5. Model for Neighborhood Development
6. Section 42 Tax Credit Project Review Process
7. Catalytic Project Area (CPA) initiative
8. Spot Acquisition (still in development phase)



HOUSING POLICY- REVITALIZATION, STABILIZATION AND MAINTENANCE

June 7, 2001

Basic Principles

- All neighborhoods must receive a basic level of service that deals with complaints and health/safety issues
- Resources are limited and should be used where they will best contribute to the overall value of the City's neighborhoods.
- Building on strengths is more productive than focusing on the most difficult problem first
- Targeting and a concentration of available resources is needed to get visible results
- The city Departments with the greatest impact on neighborhoods, DNS, DCD, DPW, Health, and MPD should be communicating and working together on neighborhood issues
- All agencies should be collaborating so activities of one can benefit others wherever possible
- Should build upon other public or private developments taking place
- Presence of a solid neighborhood anchor will improve potential for success
- Private money should be a component and there should be an emphasis on using funds where they will leverage private investment

BROAD NEIGHBORHOOD STRATEGIES

Three primary strategies based upon current and anticipated conditions of the neighborhood. Two strategies, **Revitalization and Stabilization** involve significant reinvestment through the allocation of the limited available resources. The third, **Maintenance**, involves providing a basic level of services while monitoring the neighborhood for changes that may provide the impetus for reinvestment activities.

Revitalization includes activities that will increase overall value of a neighborhood through new construction or major rehab. The typical characteristics of a neighborhood that would be selected for revitalization activities include:

- Significant numbers of vacant lots or severely deteriorated buildings which could be removed
- Reasonably proximate to areas experience growth &/or reinvestment
- Potential for active private market and leveraging of private funds
- Relatively large number of tax delinquent or In Rem properties
- Relatively large number of City-owned parcels
- Neighborhood Anchor

All basic services will continue to be provided. In addition additional resources will be allocated to support the following types of activities:

- New Housing Production
- Buy Rehab & Sell

- An active market that will support new home sales and may not be currently served by private development.
- Buy Rehab & Sell

- An active market that will support new home sales and may not be currently served by private development.
- Sufficient useable sites available to make it possible to create a critical mass of new construction
- one or two lots on an otherwise built-up block with stable ownership
- Housing Production

REINVESTMENT ACTIVITIES

- Demolition
 - Mothballing of properties
 - Removal & Reuse
- All basic services will be provided. In addition, resources will be allocated to support the following types of activities:

- Private sector already deals with most problems and reinvestment activities OR there is very limited private market investment
 - High stable owner-occupancy OR very low and unstable ownership
 - Well maintained properties OR a large number of properties that show signs of distress
- Maintenance-- Involves maintaining the status quo in a neighborhood that does not require significant intervention because the private market is strong enough to deal with most problems; OR because the physical conditions and lack of private investment do not currently support major public investment. This would include the strongest and weakest neighborhoods. The typical characteristics of a neighborhood that would be selected for Maintenance include:

- Rehabilitation and Maintenance of Existing Properties
 - Proactive code enforcement on deteriorating properties
 - Mothballing of properties Preservation
- All basic services will continue to be provided. In addition additional resources will be allocated to support the following types of activities:

- Generally code compliant building stock
 - Small percentage of vacant lots & severely deteriorated buildings
 - Low tax delinquency
 - Acceptable owner-occupancy rate
 - Generally stable ownership
- Stabilization includes activities which building on the strengths by enhancing current assets. The typical characteristics of a neighborhood that would be selected for stabilization include:

- Major Rehabilitation of Existing Properties
- Proactive code enforcement
- Preservation

- Availability of properties that could be acquired, rehabbed, and sold at a reasonable cost

Rehabilitation of Existing Properties

- Existing blocks are relatively solid and there are few open lots.
- Do in conjunction with production when possible to maintain the character of the block.
- Stable ownership—either rental or owner-occupied.
- Low level of tax delinquency
- Low level of board-ups & demolition candidates unless these are candidates for production
- Focus on areas of strength and let the benefits spread out from there
- Properties are generally code compliant

ENFORCEMENT STRATEGIES

Neighborhood Strategies

Proactive code enforcement (Includes building code and nuisance issues)

- Areas which are reasonably solid but there are a small number of properties which have a general blighting influence on the neighborhood
- Areas with a large number of useable vacant where development activities would be hampered by blighting properties
- Enforcement goal would be to have owners improve the properties or have them razed for new development
- Should be a priority in Impact area
- Proactive nuisance actions or nuisance abatement to focus on worst where there are health and safety concerns

Complaint Response (includes building code and nuisance issues)

- All areas

Property Strategies

Demolition

- Building is severely damaged or neglected and cost of repair exceeds the typical value of surrounding properties
- May include less damaged/deteriorated properties (but must meet s.66.05—50% repair cost test) that are functionally obsolete – e.g. little demand for 2 bedroom units in duplex or single family home
- Exceptions include: key property—e.g. corner lot, historic significance—otherwise solid block
- Should be considered as alternative for City-owned properties that are damaged, functionally obsolete, or unlikely to be marketed to responsible owner because of location, condition, or layout of building

Mothballing of properties

- Immediate neighborhood ownership is stable
- Building is basically sound and public or private funds are not available for rehab

- Building is not functionally obsolete
- **Removal & Reuse --Deconstruction & reuse of building material**
- Building is blighting and functionally obsolete (e.g. little demand for 2 bedrooms/no closets)
- Building not sufficiently damaged/deteriorated to warrant demolition
- Neighborhood could be candidate for new construction
- Neighborhood warrants reducing density
- Building materials are suitable for reuse
- **Preservation**
- Neighborhood/building meets mothball requirements and the building has some historic significance.
- Need not meet mothball requirements if it has high degree of significance.
- **Code Enforcement**
- Complaint Response in all neighborhoods
- Life safety Enforcement in all area
- Self-initiated Surveys in targeted areas depending on needs of specific area
- Active involvement of CBO's in property maintenance and litter control activities

TID POLICY – HOUSING DEVELOPMENT

Projects involving the rehabilitation or construction of housing units in the City that are requesting TID assistance will be evaluated based on the following criteria.

Development Goals/Market Need

- Is the project consistent with the City's broader development strategies and goals as provided in the current Strategic Plan and the priorities contained in the City's Housing Strategy?
- Will the project have a beneficial impact on the surrounding residential market?
- Does the project address a housing need/priority in the neighborhood (e.g., size/type of units, market rate vs. subsidized, family vs. elderly)?

Demonstrated Need for Public Assistance

- Has the developer demonstrated that the project would not be economically viable without the City's assistance? In other words, could the project be developed without City involvement? Are other similar private development projects proceeding in the same neighborhood without public involvement?

Commitment

- Are other non-profit agencies, such as other governmental units, foundations or community-based organizations, involved in the project?
- Has the project's developer involved neighborhood residents and businesses in the project's planning?
- Are neighborhood residents and other stakeholders supportive of the proposed project?

Impact

- Will pursuit of this project leverage additional outside private development?
- Will the project complement other redevelopment activity in the neighborhood?
- Are there opportunities for other neighborhood improvement activities to leverage the project's impact?
- Will the project eliminate a significant blighting presence?
- Will the project be environmentally beneficial?

Human Resource Requirements

- Does this project include a plan to comply with the City's disadvantaged business enterprise requirements?
- Does the project include a plan to comply with the City's resident preference requirements?
- Will the project developer and all subcontractors comply with the City's first source requirements?

TID Feasibility

- Will incremental tax revenue generated within the district be sufficient to support the City's required financial participation?
- Will the developer, who requires the expenditure of local taxpayer dollars, agree to guarantee to the City the increment from the project that will be used?
- Can an additional source of revenue be built into the deal to supplement the estimated tax incremental revenue that will be generated (e.g., loan repayments, revenues from sales proceeds.)?

POLICY ON TARGETED INVESTMENT NEIGHBORHOOD (TIN) PROGRAM

The TIN program is a neighborhood revitalization strategy in which the City of Milwaukee working with a neighborhood partner, focuses resources in a relatively small area (6 to 12 city blocks) in an effort to stabilize and increase owner-occupancy, strengthen property values and improve the physical appearance of a neighborhood. The goal of this strategy is to reverse trends of disinvestment by improving the physical and social infrastructure of a neighborhood.

A TIN is a multi-year commitment to the neighborhood. Typically, a TIN requires three years of intensive activity including enhanced property rehabilitation loans (for owner-occupants and for investor-owners); promotion of homeownership; blight removal; intensive code enforcement, and public improvements where appropriate. The Department of Neighborhood Services (DNS) designates a pool of funds available for these activities, but there is also a concerted effort to maximize private investment and coordinate the City's spending with other forms of public investment. Other City departments such as the Department of City Development, Department of Public Works and the Milwaukee Police Department also work closely with DNS and the local resident group to implement the revitalization plan. The ultimate objective is to produce a "convergence of activity" that positively affects market conditions and improves the quality of life in the neighborhood.

The TIN approach uses these strategies:

- Eliminate blight through intensive code enforcement and selective acquisition and demolition of substandard property.
- Increase homeownership through purchase and resale to owner-occupants of blighted absentee-owned property; information on special loan programs and pre-purchase counseling are made available for first time homebuyers.
- Improve housing conditions by offering incentives to investors and owner-occupants to take out home improvement loans.
- Improve the physical environment through enhanced rehab standards and installation of needed capital improvements alley and street resurfacing, curb and gutter replacement and new street lighting.
- Improve the social environment through neighborhood organizing and crime prevention activities.

A TIN is first and foremost a partnership between City government and the neighborhood partner. That aspect of a TIN cannot be emphasized enough. Active and enthusiastic participation by local residents is essential to the success of a TIN. This document was developed in an effort to make clear the "terms of the contract" between the City and the neighborhood group so that residents can decide whether the level of commitment exists that is needed to successfully undertake a TIN and so that they understand the limitations of the program

SELECTION CRITERIA

Resident commitment is the most critical element in determining the success or failure of a TIN. However, other characteristics are also important. Not every neighborhood needs the intensive array of physical improvement programs that a TIN provides. Some neighborhoods require less intensive forms of assistance, such as neighborhood organizing strategies or lightly subsidized home improvement loan programs.

Generally, a good candidate for a TIN is a neighborhood which has some or all of the following characteristics:

- The private real estate market is functioning, but shows signs of faltering.
- Owner-occupancy rate for single family and duplex property is at least 65%, but there has been a recent decline in owner-occupancy.
- At least 90% of area parcels are current in the payment of property taxes. Tax delinquency rarely progresses to foreclosure for nonpayment of property taxes. However, signs of increasing tax delinquency are evident.
- The neighborhood is a manageable size, about 6 to 12 city blocks.
- The area has a sense of identity as a neighborhood. It has recognizable boundaries, such as major streets, adjacent to open land or a commercial strip.
- The area has one or more anchors such as a major employer, a community center or a church that also give the neighborhood a sense of identity.
- The area recently or is currently benefiting from a major new development, which will complement the improvements being made in the residential neighborhoods. Such developments might include; a streetscape project by an area business association, improvements to the corporate campus by a major employer, a new housing development, or a significant expansion of a neighborhood community center.

PROCESS

Each TIN goes through similar stages of evolution, each requiring a commitment of time and effort by both City staff and neighborhood residents.

1. **Selection of a target area:** City staff meets with neighborhood residents to evaluate the appropriateness and readiness of a neighborhood for a TIN program and the selection criteria. This process includes identifying logical boundaries of the TIN and securing the "buy-in" of all the major stakeholders in the neighborhood.

2. **Securing funding and political support:** Since a TIN involves a significant commitment of City resources, support of local policymakers is needed. It is important that local residents keep their local elected officials informed of their efforts. The City's investment in a TIN is financed with Community Block Grant funds, and since there are many competing demands for these funds, it is important that residents advocate for the TIN during the City's annual budget process. Also, since the City has made a major commitment to Neighborhood Strategic Planning, it is also important for residents to participate in that process to ensure

that the TIN strategy and the targeted neighborhood are identified as priorities in the strategic plan for that area.

3. **Planning:** A TIN involves a detailed plan for addressing neighborhood conditions on a house-by-house basis. Residents need to work with City staff to compile information on each property in the target area and then identify an appropriate strategy for that property. In some cases, a vacant house may need to be acquired for renovation or demolition. In other cases, a property owner (either an owner-occupant or investor-owner) might need to be persuaded to take out a home improvement loan. In still other cases, a non-responsive owner might be targeted for aggressive building code enforcement.

In a TIN, a special pool of funds is set aside to address neighborhood housing conditions. Residents need to work with City staff to decide how best to apply those funds in order to achieve the desired impact and establish overall goals for the revitalization effort. Residents might also want to identify other needed improvements in the area, such as improvements to public parks or public infrastructure, or installing neighborhood signs to identify the neighborhood. Residents also need to plan and organize other complementary activities, such as crime prevention activities, and neighborhood clean-ups and soliciting support from other major stakeholders.

4. **Implementation:** In this phase, resident leaders and City staff must reach out and market the TIN to all residents and stakeholders. Once property owners are motivated to make improvements, City staff will assist them in preparing the appropriate loan/grant applications and in developing a rehab plan specifically for their property.

Other complementary activities are part of this phase:

- Planning and coordinating public improvements by the Department of Public Works.
- Working with the Department of Neighborhood Services on code enforcement.
- Providing landlord training to small investor-owners to expand their skills with tenant selection and property management.
- Crime prevention training.

Planning and outreach involve a considerable commitment of time on the part of the resident group. Some resident groups have addressed this time commitment through the use of volunteers. Other neighborhoods have attempted to raise funds needed to hire someone who would undertake the needed organizing activities. In either case, the resident group needs to make arrangements to fulfill its obligation under the terms of this agreement.

Funding levels for each TIN will be determined on an annual basis. Each TIN will have until June 30 of that year to commit its funding to particular projects. After that time, the remaining funding will go into a pool that will be utilized by other more aggressive TINs.

5. **Evaluation:** Before, during and after a TIN effort, it is important to continually evaluate neighborhood conditions to insure that the desired results are being achieved. City staff monitors the following indicators, all of which can be obtained from the City's Master Property File:

Although this document focuses on the respective responsibilities of the City and the resident group, other agencies should be involved in order to ensure a successful result. Other agencies can participate in these ways:

- Lenders can participate by providing special home purchase and home improvement loans.
- Local employers can participate by sponsoring "walk to work" programs which support the neighborhood near the workplace.
- Utility companies can complement the home improvement activity with targeted weatherization programs.
- Other units of government can participate by addressing physical issues relative to their area of responsibility (e.g. Milwaukee County addressing park conditions, and Milwaukee Public Schools addressing physical conditions in a local school).

Residents working with City officials must work to leverage these and other resources and coordinate them all to produce the greatest possible impact.

OTHER PARTNERS

6. **Exit Strategy:** The intensive implementation phase lasts about three years. Because of the popularity of this program, the City maintains the right to cancel a TIN should a community partner not be fulfilling their responsibility. On the other hand, should the momentum be so great and the need still be present, the City will extend their efforts beyond the normal three year time frame. In order to maintain the levels of improvement that were achieved, both the City and the neighborhood residents need to make an ongoing commitment to keep the momentum going. Although the same level of incentives are not available after the TIN effort has ended, the City will continue to provide support to the neighborhood by providing rehab loans and other forms of assistance that are generally available throughout the City's Block Grant Neighborhood. The City will also continue to monitor neighborhood indicators to insure continued stability and improvement in the area. It is assumed that the resident group will continue to function as a "watch dog" for the area, monitoring housing and neighborhood conditions, encouraging improvements as well as applying appropriate pressure, where needed, on non-responsive property owners.

Admittedly, these indicators do not reflect all aspects of neighborhood vitality. However, we have found that they are reliable and objective tools for monitoring neighborhood conditions.

- Assessed value (single family and duplex parcels).
- Single family and duplex units which are owner-occupied.
- Parcels which are delinquent in the payment of property taxes.
- Parcels which are owned by the City due to foreclosure.

TAX DEED POLICY

GENERAL POLICY STATEMENTS

Land disposition and real estate development activities should be viewed as an integral part of a larger neighborhood improvement strategy. Broad overall strategic goals are to:

- Increase the tax base
- Preserve the housing stock
- Facilitate development of diverse housing choices
- Create investment and development opportunities
- Eliminate blight

Real estate disposition activity, together with appropriate demolition activity, has very real and tangible benefit – housing preservation and improving neighborhood conditions to remove barriers to reinvestment. Real estate disposition objectives might be summarized as:

- Return *in rem* property to the tax roll as expeditiously as possible
- Prioritize sales to owner occupants and sales to qualified non-profit organizations
- Improve neighborhood conditions by requiring code compliance after sales
- Aggressively market other lands and buildings for high quality development
- Stimulate neighborhood marketplaces by promoting catalytic opportunities
- Manage environmental contracts for land and building re-use
- Cultivate new relationships with the brokerage community
- Manage the City's exposure to financial liability in the tax foreclosure process
- Ensure the health and safety of occupants in City-owned property
- Promptly raze substandard structures
- Maximize rental revenue

Decisions about what property to sell, hold, raze etc. are, and should continue to be “context sensitive.” Is the property located in a planned or existing project area? Is there significant tax delinquency on the block and in the area? Are there numerous properties with outstanding code violations? Is the property key to the programmatic objectives of a community partner or the block? Is it historic? Is a significant amount of area real estate publicly owned?

Tax foreclosures are initiated by the City Treasurer and prosecuted by the City Attorney. These actions are commenced as delinquencies arise. It is possible for the City to expedite tax foreclosure when it is in the City and neighborhood's interest to obtain title as promptly as possible. This could be for assemblage purposes to aid new development; to protect investments already made; and, to protect structurally sound but fragile and abandoned property from declining to the point it becomes infeasible for rehabilitation.

Tax deed property is typically very low value property requiring substantial repair. By ordinance, every single sale requires code compliance within a timeframe prescribed by DNS. This policy objective results in some inherent conflict. How hard does the City press buyers for

The disposition process timeline can be summarized as follows:

As a result of a number of process improvements and ordinance changes over the years, the holding period for tax deed property has been reduced to about 6 months on average. This is from the date of acquisition to the date of resale. It is critical to move property through the process as expeditiously as possible to minimize compounding financial loss to the City, to protect the property from further deterioration, and, to minimize the risk of catastrophic loss to both property and occupant.

By ordinance, offers cannot be accepted from individuals who are tax delinquent on other property, or, who have been convicted for building code violations within the past 12 months. Lead abatement and property "flipping" records are also checked, and negative reports have in fact served as the basis for rejection of offers. Furthermore, approximately 6 months ago, we began a routine process of checking municipal and circuit court records to see if prospective buyers have records that might be indicative of habitual crimes detrimental to neighborhoods.

Private sector brokers handle showings and write offers. Commissions are paid on every sale (6%, but not less than \$750). A broker onus (\$500) is paid if offers are written on behalf of owner occupants. We are contemplating a buyer discount (credit at closing) for owner occupants.

If there is no non-profit or area resident interest in tax deed property, it is listed on the open market. Asking prices are intended to be reflective of comparable values in the neighborhood, and are discounted for the estimated cost of major repairs.

Next, property is offered to area residents on an exclusive basis for a limited time. The underlying assumption is that area residents will be highly motivated to preserve their property values and protect their investments; thus, they will be compelled to perhaps make a higher level of investment and accomplish it in expeditious fashion.

Property is first offered to area non-profit organizations for affordable housing and other special uses at a fixed and usually nominal price. It is in the City's interest to get seriously dilapidated property into these responsible hands because they may have the financial resources (subsidy dollars) unavailable to the private marketplace.

The sale of tax deed property is governed by Sec. 304.49 of the Code. After the Common Council has declared property surplus and established an asking price, a three step process begins.

RELEVANT BACKGROUND REGARDING EXISTING PROCEDURES

compliance, particularly those buying for owner occupancy? Do low cost housing goals (specifically, the corresponding rehab standard) have negative long-term implications for both neighborhoods and the financial health of the purchasers? A significant issue before an interdepartmental workgroup right now is, what is an appropriate compliance level and rehabilitation standard. Is it full code compliance? Full exterior compliance plus interior health and safety? A hybrid of each?

Month 1	inventory property
Month 2	Council approval
Month 3	area resident offering
Month 4	open listing period
Month 5	accept offers
Month 6	close sales

MANAGING VACANT LAND ASSETS

A major component of the tax deed program is disposition of vacant land.

A common misconception is that the City of Milwaukee owns by far the greatest majority of vacant land throughout the community. What land the City does own is a very valuable asset to be protected. Land ownership gives Milwaukee a competitive advantage. Buildable land should be reserved for future development. As market forces continue to change and as Milwaukee's neighborhoods continue to improve, this land will become desirable for new housing and business investments.

Holding periods vary from neighborhood to neighborhood and in the meantime DCD works aggressively to market surplus lots to adjoining owners and others. At the same time DCD works to reduce the surplus land inventory to the greatest extent possible, DNS works diligently at responsible vacant land maintenance.

The vacant land management strategy can be summarized as:

- Identify and aggressively market unbuildable residential lots to adjoining property owners
- Identify and reserve buildable parcels for the immediate promotion and construction of commercial projects and in-fill housing
- Identify vacant parcels to land bank for future housing and economic development activities
- Maintain land remaining in the City's inventory so that it does not become a blighting influence on neighborhoods

WHAT ARE SOME PROCESS IMPROVEMENTS UNDER CONSIDERATION WITH DNS NOW?

- 1) Promote DNS financing availability and banking relationships with real estate advertising
- 2) Underwrite existing tenants for owner occupied purchase and repair loans
- 3) Provide interested buyers with a list of repairs that will be required for 'code compliance'
- 4) Have buyers provide mortgage prequalification statements with offers to purchase
- 5) Involving DNS in the up-front planning review process occurring after foreclosure
- 6) Making linkages with homebuyer counseling agencies

POLICY STATEMENT FOR NEIGHBORHOOD DEVELOPMENT
Developed By The Neighborhood Improvement Council

This model for neighborhood development was prepared with the participation of the Departments of City Development, Public Works, Neighborhood Services, Health, Police, the Community Development Block Grant Office and Mayor's Office.

DO AN ASSESSMENT OF COMMERCIAL AREAS THROUGHOUT THE CITY THAT INCLUDES THE SURROUNDING NEIGHBORHOODS

- Identify each area's existing resources including: significant developments, catalytic projects, planning studies, and leadership capacity.

WORK WITHIN AREAS TO BUILD CAPACITY

- Work with Alderpersons to help organize businesses and residents. Provide a 'road map' for groups that will help them develop and demonstrate capacity. This could be in the form of a booklet and would include the following 'building block' activities:
 - Designate a lead agency. This could be a business association, a landlord compact, a business that is a major employer in the area, or a community group such as a community development corporation. The lead agency would be responsible for coordinating the various capacity-building activities within the neighborhood.
 - Create a resource assessment that identifies:
 - Physical assets & boundaries
 - Partnerships: Churches, community groups, block watches, business & neighborhood associations
 - Create a forum for on-going and regular communication with area stakeholders. - The group should meet at least quarterly to identify immediate issues, create strategies, report on progress and identify future issues.
 - Develop additional resources such as business associations, BIDS, TINS, and other neighborhood groups.
 - Involve the community in identifying and addressing nuisances and drug activity. This includes participating in nuisance and drug abatement programs.
 - Use on-goings meetings with area stakeholders to identify problems, action to be taken, and to provide a forum for accountability and follow-up.
 - Form and sustain block watches, block clean-ups, block parties

- Complete a 'Quiet Summer Campaign'
- Coordinate activities with NSP plans where appropriate.

CLUSTER DEVELOPMENT/INVEST BLOCK GRANT DOLLARS IN AREAS THAT HAVE DEMONSTRATED STRONG CAPACITY

- The community develops an area strategic plan in conjunction with the City (DCD, DPW, DNS, CDBG, Health, Police) and other partners. This plan includes land use, market analysis, human service needs, a property inventory and neighborhood desires.
- Plans should include strategic public improvements, code enforcement and police support.
- Plans should include identification of nuisance sites in the area and a strategy for dealing with them. This includes houses (residential) and environmental hazards (commercial). The plans may include developing specific buildings and sites to prepare them for re-use.
- The plans should be designed to maximize public safety (CEPTED) and traffic design issues, environmental quality, desired amenities and economic self-sufficiency of neighborhood residents.
- The plans should identify partners and sources of funding.
- Promote these areas to private developers. At the appropriate time, "rotate" to cluster development in other areas as strong capacity is developed.
- If an area does not have strong capacity, the city should assist groups in building it. Once strong capacity is established, that area would become a location where the "cluster development" approach is used.

GENERAL COMMENTS

- Keep in mind the King Drive model for building capacity.
- The NSP process is helpful for focus group work and identifying macro issues; this planning process complements NSP planning. (1) It is a land use and development plan which is integrated with other planning and (2) assist groups in addressing 'micro' concerns.
- Ensure the needs of the ENTIRE city are being met. Include all aldermanic districts.
- Develop a series of smaller steps as a way for group with less capacity to get started.
- Have incentives to offer areas that have made it part of the way through the capacity-building process and for areas that are not chosen for 'cluster development.

SECTION 42 PROJECT REVIEW PROCESS

BACKGROUND

The Department is responsible for reviewing projects that propose using the Section 42 Low Income Tax Credit program. This review may be for a number of different purposes – zoning change, request for financial assistance, and in all cases, the WHEDA requirement that anyone submitting an application for tax credits provide a letter from the local municipality acknowledging the application. Local support is also a rating factor in the scoring process.

Among the broad policy issues –

- Where do we want to support the creation of new subsidized housing in the City?
- How does the addition of new subsidized housing affect the existing market in the neighborhood in which it is located?
- Do we want to add new elderly housing in the City when the Housing Authority has struggling elderly projects with high vacancy rates, and numbers seem to indicate that we already have an adequate supply of elderly housing?
- Should we be requiring Section 42 projects to have a mixed income component?
- Is the response different for new construction vs. rehabilitation of existing buildings?
- Other considerations – preservation of historic buildings, elimination of blight, etc.

REVIEW PROCESS

The review process would provide a framework for how proposed projects involving the Section 42 Program are reviewed. The purpose of the process would be to:

- Provide consistency to how requests involving Section 42 projects are considered and responded to
- Provide some discipline in the review process
- Provide a collaborative approach to assist staff in evaluating proposed development projects
- Put everyone on the “same page” – so that a consistent policy message is being communicated to the development community

INTERNAL WORKGROUP

This group could meet on an “as needed” basis. Members would include:

- DCD Development Team Representative
- DCD Planning Department Representative
- DCD Real Estate Representative
- HACM Representative
- DNS Representative

PRACTICAL CONSIDERATIONS

To avoid last minute requests for support letters, and to allow the group to function effectively, a simple submission process may be developed. The submission process would require lead time for support letters (e.g., requests for letters of support must be submitted at least two weeks prior to the time when they are needed) and a submission package (e.g., the developer would be required to provide some basic information – description of the project, site plan and elevations, experience statement, breakdown of units and rent levels, etc.). We would communicate the submission process to the residential development community as well as ask assistance from WHEDA.

RECOMMENDATIONS

The workgroup will make recommendations regarding projects to the Commissioner of the Department of City Development that could be communicated to the Mayor and local alderperson.

PROCESS FOR OBTAINING LETTERS OF SUPPORT FROM THE CITY OF MILWAUKEE FOR APPLICATIONS FOR LOW INCOME TAX CREDITS FROM THE WISCONSIN HOUSING AND ECONOMIC DEVELOPMENT AUTHORITY (WHEDA)

In order to be responsive to developers submitting requests for letters of support for their applications for low income tax credits, as well as to provide thoughtful consideration of all requests, the City of Milwaukee has implemented the following process. Requests for letters of support must be submitted in writing, at least two weeks prior to the date for they are needed. The request should be accompanied by the following:

- Brief description/execute summary for the project
- Unit breakdown/mix (size, number of bedrooms, target income levels, target households, proposed rents)
- List of development team, including relevant experience in developing/owning/managing affordable housing
- Preliminary site plan/elevations
- Sources and uses of funds statement
- Copy of market study or market analysis summary (if the study or analysis have not been completed, select information from the study can be submitted, specifically relating to proximity of the proposed project to other subsidized housing in the area, and the impact the proposed project may have on other housing in the area (both subsidized and market rate)

(Note – where any of the above are being provided as part of the WHEDA application, application excerpts may be provided.)

FACTORS THAT WILL BE CONSIDERED BY THE CITY IN REVIEW OF PROJECTS REQUESTING SUPPORT

- Experience of the development team
- Consistency with City Plans and local zoning
- Extent to which the property reuses existing buildings, preserves historic structures, or eliminates blight
- Impact on the surrounding housing market
- Proximity of the project to transportation
- Inclusion of market rate units (mixed income)

Note: The above factors are not intended to be all inclusive, but to provide some guidance as to the factors that will be important to supporting low income tax credit projects in the City.

Requests can be mailed to:
Department of City Development
P. O. Box 324
Milwaukee, WI 53202
ATTN: Michal Dawson

Or may be delivered to:
Department of City Development
809 North Broadway, 2nd floor
Milwaukee, WI
ATTN: Michal Dawson

**Catalytic Project Areas
(And)
Targeted Investment Neighborhoods**

Consistent with the City's continuing efforts to cluster development activity to maximize the value and leverage of the investment of its resources, we propose to create a new category of activities for 2002 and 2003— "Catalytic Project Areas." These new project areas would complement and often co-exist with both new and existing Targeted Investment Neighborhoods. The intent of the CPA/TIN convergence and co-existence is to leverage non-traditional resources through the aggressive yet coordinated investment of CDBG, HOME, and other public dollars such as but not limited to City, County, Federal and State capital improvements dollars, as well as MPS capital funds.

A Catalytic Project Area would have the following characteristics:

- A compact area so improvements will be concentrated and readily visible.
- The presence of a high impact residential, commercial, civic, infrastructure, institutional, or industrial project (or projects) currently underway that represents a significant and visible investment in the neighborhood.
- Strong neighborhood and/or private sector partner(s) operating in the neighborhood.
- The potential to leverage significant additional investment.
- All proximate investments have strong relationship to the central project.
- An integrated strategy among the partners that addresses commercial, residential quality of life issues.

The underlying strategy of a catalytic project area would borrow on successful strategies employed in neighborhood revitalization efforts — "Large Impact Development Projects" and "Integrated Neighborhood Revitalization Strategies." It would focus the combined efforts and resources of a number of different partners (City Departments, neighborhood community organizations and the private sector) to leverage the impact of the "catalytic" project(s) and spur additional private sector development activity in the neighborhood.

A small amount of funding would be requested from CDBG that would be used to "fill the gaps" in the resources that are currently available in the neighborhood. These funds would be flexible in that they could respond to the unique neighborhood needs in the area surrounding the catalytic project.

Furthermore, we propose that funding set aside for these Catalytic Project Areas be retained by the CGBA office and that a project steering committee be established for each project area to invest those funds in project supporting activities. We would suggest that a representative of the CBGA office as well as neighborhood and critical and appropriate City agencies be represented on these steering committees.

INVESTMENT OF CDBG & HOME FUNDS

CBGA and HOME funds would be used for the following types of activities as needed to complement and successfully implement the catalytic project based on the deliberations and decisions of the steering committee:

- Code Enforcement,
- Spot Acquisition,
- Brownfields,
- Large Impact Development (LID),
- Rental Rehab,
- Owner occupied rehab grants & loans
- Façade Grants,
- Buy, Rehab, Resell,
- Minor Home repair,
- Community organizing,
- Retail Investment Fund (RIF— the "artist" formerly known as TCDF),

CITY PLAN



EXCERPT FROM CITYWIDE STRATEGIC PLAN - NEIGHBORHOOD AND ECONOMIC DEVELOPMENT STRATEGIES

Strategic Goal: *Strengthen the quality and enhance the value of Milwaukee's neighborhoods.*

Strategy 1: *Support efforts to make clean, safe housing affordable for every Milwaukee resident.*

Strategy 2: *Support preservation and development of quality housing, businesses and transportation systems that integrate with and contribute to the unique urban landscape of Milwaukee.*

Strategy 3: *Encourage private sector businesses to invest in and become part of the community in which they reside.*

Strategy 4: *Promote a sense of community among neighborhood residents and foster cooperation among city neighborhoods.*

Strategy 5: *Sell the city; actively promote the positive aspects of life in Milwaukee.*

Strategic Goal: *Strengthen the local economy, attract and retain family-supporting jobs and ensure economic opportunities for all city residents.*

Strategy 1: *Concentrate activities and services in areas that are not effectively or equitably provided by the private sector.*

Strategy 2: *Allocate the city's capital, operating, and grant resources effectively so as to increase Milwaukee's overall attractiveness for private sector investment.*

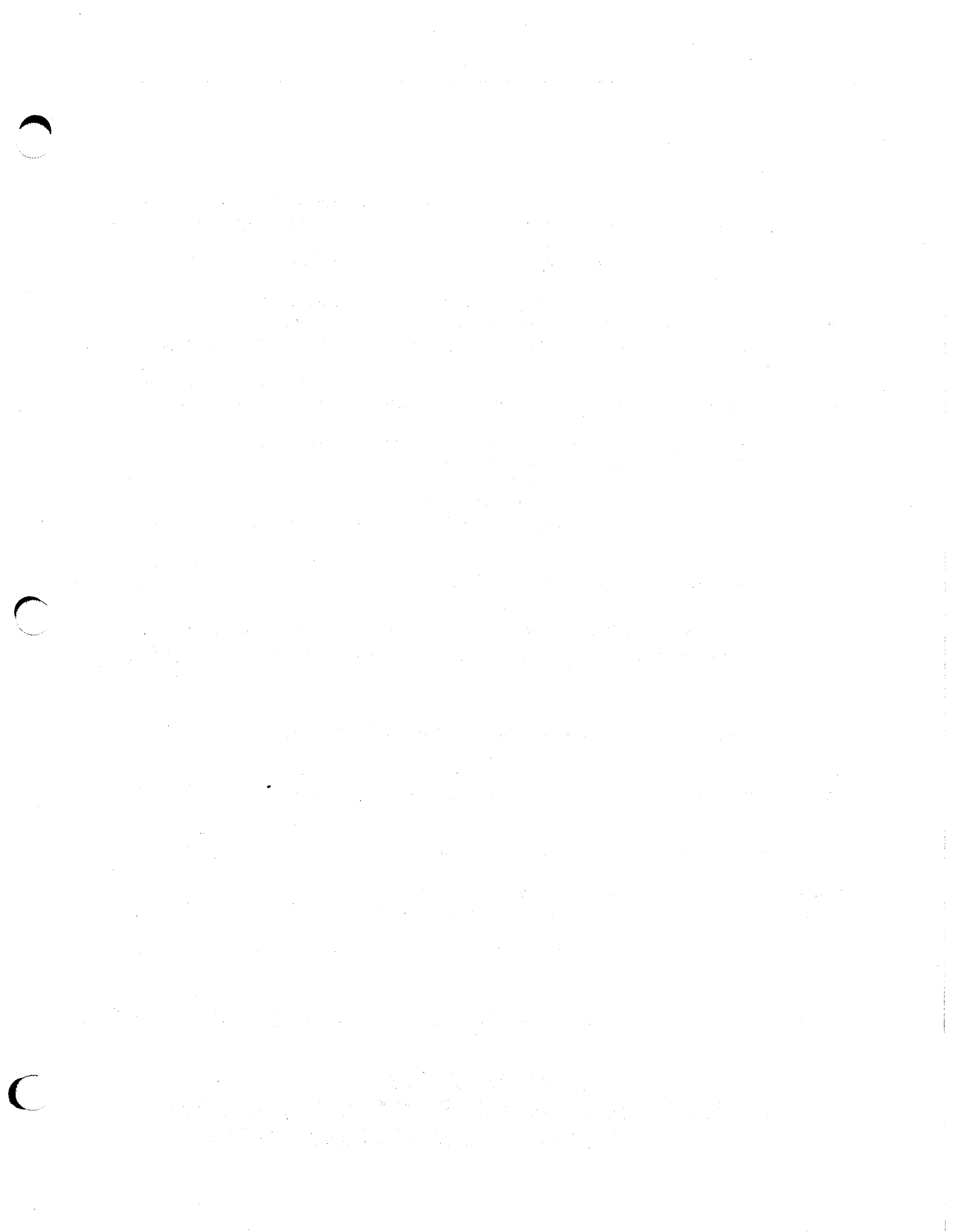
Strategy 3: *Provide a transportation system that improves mobility and allows for access to job opportunities in Milwaukee and throughout the metropolitan area*

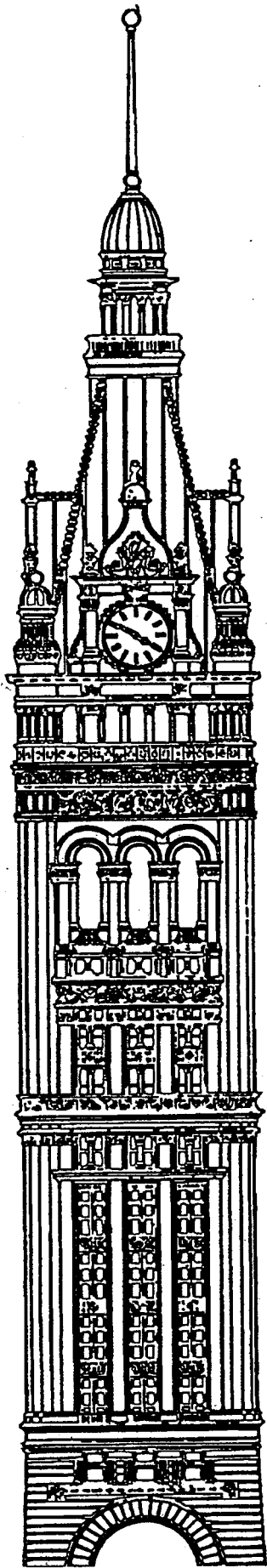
Strategy 4: *Lower the cost of doing business in Milwaukee by reducing the role of local government in the private sector economy*

Strategy 5: *Facilitate a convergence of public and private resources that will reduce the city's poverty rate, provide Milwaukee families with the opportunity to become self-supporting, and offer economic advantages to the entire Milwaukee metropolitan area.*

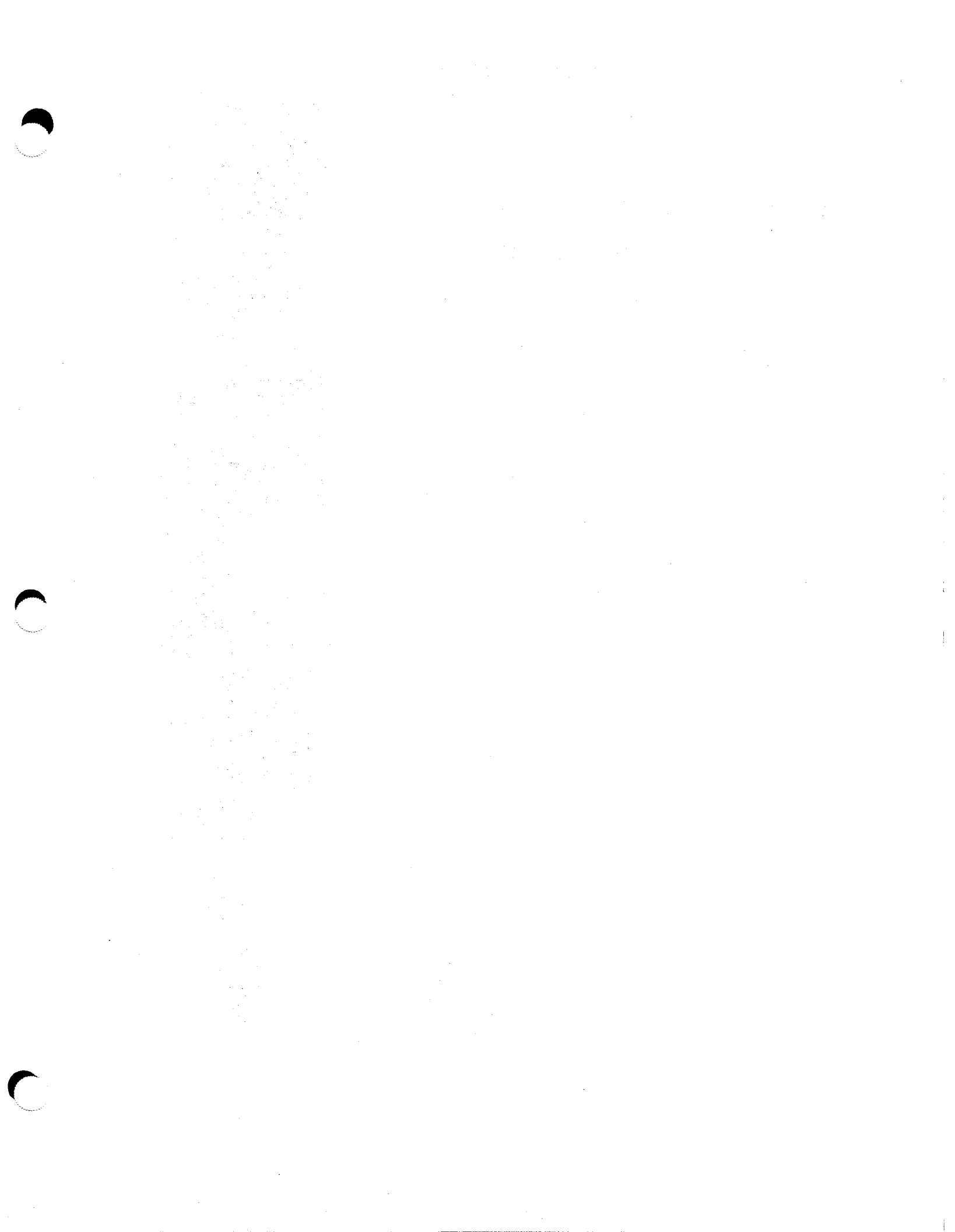
Strategy 6: *Use development efforts to help remediate contaminated sites throughout the city.*

Strategy 7: *Ensure that Milwaukee's central business district remains the vibrant core of commerce and entertainment for the entire metropolitan area.*





2000 City of Milwaukee Strategic Plan (Draft)



THE VALUE OF MILWAUKEE

Milwaukee exists because it possesses natural economic advantages which cause people and businesses to concentrate in large and increasing numbers. As a result of the proximity and connectedness of Milwaukee's diverse people and enterprises, huge benefits flow -- jobs are created, markets are formed and expanded, wealth is created, and surplus wealth leads to culture.

OUR VISION FOR MILWAUKEE

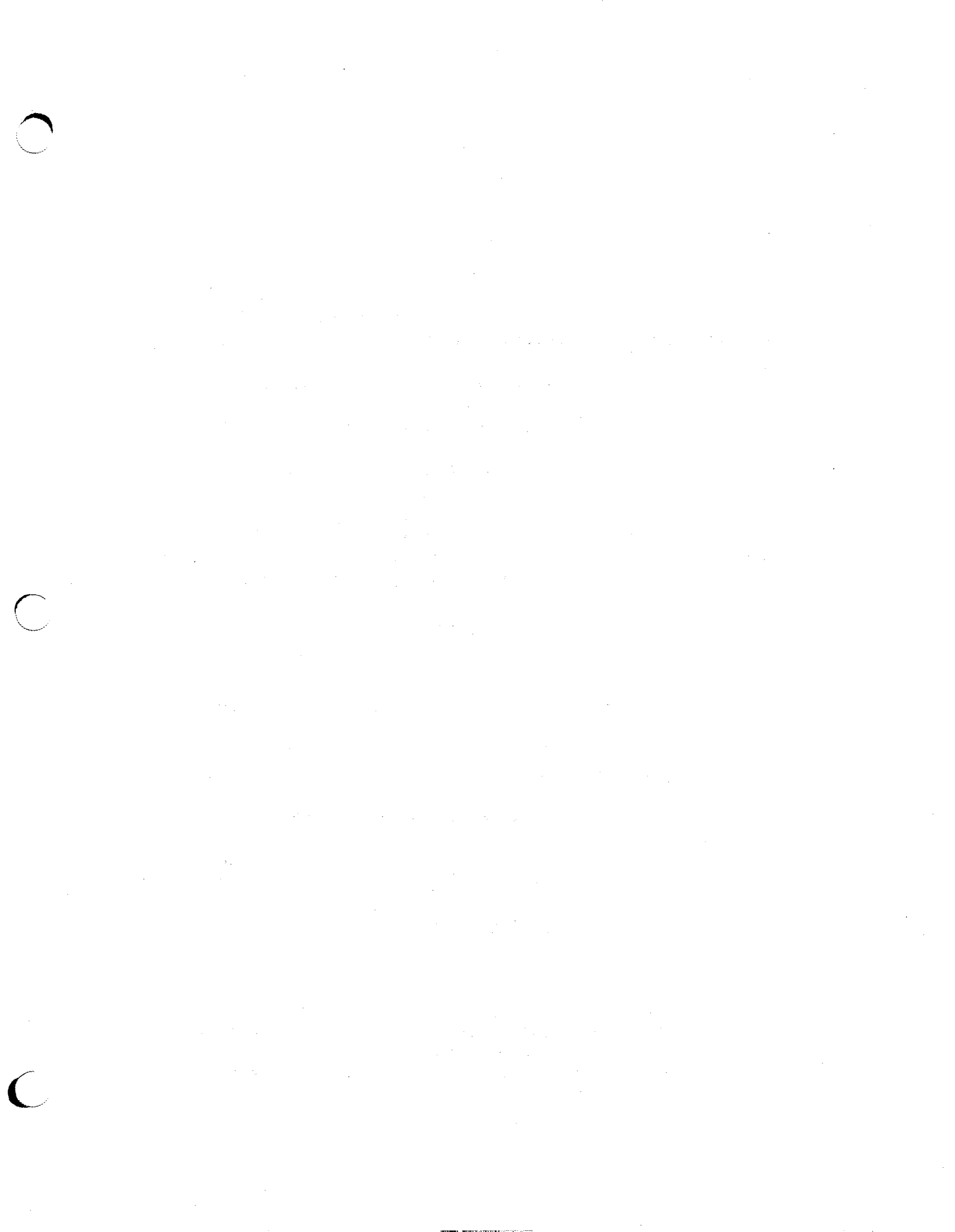
We want Milwaukee to become an even more desirable place to live and work. Our city's attributes include:

- dynamic and accessible markets gainfully employing citizens;
- safe, strong, and beautiful neighborhoods with well-maintained housing and a healthy environment; and,
- a flourishing culture recognized for its arts, recreation, museums, and institutions of education.

MISSION

City government is dedicated to reducing spending while giving residents and businesses the highest quality services possible. The city also works to create local, state, and federal policies (especially transportation, welfare, and education policies) that enhance the natural advantage of Milwaukee. We are committed to:

- providing a safe, secure environment for citizens and visitors;
- promoting an economic climate that supports job creation;
- creating opportunities that make citizens successful; and,
- providing a sound and highly reliable physical infrastructure, including transportation and water systems, and a safe, healthy environment.



Introduction

Things change. This simple axiom underlies the reason for strategic planning: as things change, everything (including governments) must adapt in order to survive. Driven by change, government today plays a very different role than it did in the past. Sixty years ago government grew for the purpose of providing all citizens with an opportunity to obtain a living wage. Thirty years ago government again expanded its role to ensure that even the nation's poorest residents attained a reasonable standard of living.

These problems remain as compelling today as they were 30 to 60 years ago. However, today's governments have far fewer resources available to fund potential solutions. Moreover, the intervening years have shown that greater spending does not always produce the desired result. Rather, critical review of data, better understanding of the issues and a clear vision for the future enables government to make better use of the resources available to it.

For these reasons the public sector, much as the private sector had done earlier, turned to strategic planning. Strategic planning provides governments with a way to anticipate and recognize change; and offers the opportunity to develop a response before problems cross a critical threshold. Strategic planning allows governments to devise a systematic and disciplined method for achieving specific long-term goals. Strategic planning seeks answers to the questions: "What are the issues that confront Milwaukee?"; and "How will the city respond?"

The Strategic Planning Process

Milwaukee's strategic planning process first began in 1991, culminating with release of the city's first plan in the fall of that year. Three years later, the city began anew to look at where it was, where it wanted to be, and the best way of getting there. In 1997 the city began again to revise its goals and strategies. This draft strategic plan represents the product of that nine-year evolutionary process.

One of the first steps in creating Milwaukee's revised strategic plan included a thorough reassessment of the forces inside and outside of city government that affect the city's social and financial well-being. Internal factors center on issues within the city's immediate control: numbers of employees, worker productivity, inventories and the like. Factors in the external environment encompass both concerns of the local community, such as crime and education, and broader national issues, including macroeconomic trends and policies.

Outcome

By its very nature the strategic planning process, and the resulting strategic plan, focus on problems facing Milwaukee. This may lead some to suggest that the city falters beneath the load of insurmountable problems. Nothing, however, could be farther from the truth.

The city does many things well. It will continue to do so. Milwaukee will continue to work to lower the cost of government. Eleven consecutive years of property tax rate reductions have left approximately \$278 million in the local private sector economy, resulting in retention of over 3,600 additional jobs.

At the same time, the city has maintained or increased the level of critical services. Between 1989 and 1998, 282 new sworn positions were added to the Milwaukee Police Department. Fire deaths (three-year moving average) declined by 56% between 1989 to 1997.

Milwaukee will also continue to make critical investments in its human capital as well as in its physical infrastructure. Since 1985, capital investments in infrastructure have increased the inflation-adjusted value of Milwaukee's share of regional public infrastructure. While the city keeps its commitment to maintaining infrastructure, it also invests in its human resources. In 1995 Milwaukee spent \$1.3 million to place computers in the city's libraries; computers which will be made available a world of information to all of Milwaukee's residents.

This document describes some of the critical strategic issues that face Milwaukee today, describes how these factors may affect the city tomorrow and outlines ways in which city government will respond. New issues will arise. With perseverance and hard work, some current issues may get resolved. Throughout, Milwaukee will keep its commitment to meet the needs of its residents while keeping an eye on the future as it answers the question: "What type of city does Milwaukee wish to become?"

The Future

Despite the importance of this document, it represents little more than another intermediate step en route to a final goal. Milwaukee's vision, mission, and values, as defined herein, should and must come under continual scrutiny. Above all, a strategic plan must remain dynamic.

Findings and Summary

Service Delivery

1. City government has adopted a business philosophy that recognizes the importance of focusing on customers and the need to provide them with quality service at an affordable cost.
 2. City government lacks adequate information on customer preferences to determine an appropriate mix and level of services to provide.
 3. Milwaukee must effectively leverage its technological investments to improve business processes. Better information, and improved access to that information, will help identify those city programs that achieve the desired outcomes. The resulting measures, in turn, will inform the decision-making process.
 4. The city has inadequate methods for systematically comparing costs of services with other potential providers and other jurisdictions.
 5. The city lacks information tracking facilities and data concerning equipment repair and replacement needs.
 6. City management systems have become more customer and mission-focused in recent years; however, these improvements have occurred in the context of a rule-driven culture. The city must move beyond rules, regulations and policies that create barriers to improvement to a team-oriented, continuous improvement environment.
 7. The bureaucratic structure of city government impedes its ability to improve, adapt and respond quickly to changing conditions.
 8. City government has not always communicated and acted consistently towards fulfilling the mission, values and vision of the city's organization. The city lacks a systematic process for evaluating and assessing the city's cultural climate.
 9. The total number of persons employed in city government has steadily declined since 1979.
- Overall, the city's workforce is getting older, particularly in managerial and technical classifications and becoming increasingly diverse (with significant infusions of minorities and females.)
10. The city has a reasonably stable workforce. Highest turnover rates exist among professionals, officials and administrators, and "skilled crafts" personnel. Professional employees are the most difficult to replace/recruit because of skills portability and demand.
 11. The city lacks data concerning the age and experience of persons leaving the service and their reasons for leaving. Such data is necessary to perform trend analysis and planning.
 12. City departments track and allocate training dollars independently. There is no centralized cost/benefit data on training and its relationship to skills needed for current and future jobs.
 13. There is no city-wide succession planning process and career paths for employees.
 14. The city has a highly complex pay structure which, for the most part, lacks flexibility. The city's comprehensive benefits package similarly lacks flexibility due to its 1940's and '50's design intended to meet the needs of the "traditional" American family.
 15. During the past ten years, the percentage of appropriations for wages and benefits has risen while the size of the city's workforce has declined.
 16. The city lacks benchmark data illustrating how our human resource costs compare with those of other jurisdictions.
 17. From a labor point of view, city policies and procedures affecting the workforce are not uniform and consistent citywide. Moreover, the city has no systematic method for collecting data and determining the root causes of problems between labor and management.

meet changing marketplace needs and does not align with its customer-focused business philosophy.

The labor marketplace likely will not satisfy the city's future human resource demands. Market competition for skilled employees will increase, making it difficult for the city to replace experienced personnel. The resulting erosion of the city's skill-base could impair its ability to continue to provide quality services. The city currently lacks a systematic process for tracking key workforce skills, practices and programs. It also lacks a flexible compensation package to meet the changing needs of the city's work force. If pay and benefits do not meet the needs of employees and prospective employees, it will be more difficult to recruit and retain high caliber employees.

Issue:
HOW CAN MILWAUKEE ENSURE THAT RESIDENTS AND BUSINESSES OBTAIN HIGH VALUE FROM AND PAY A FAIR COST FOR SERVICES THE CITY DELIVERS?

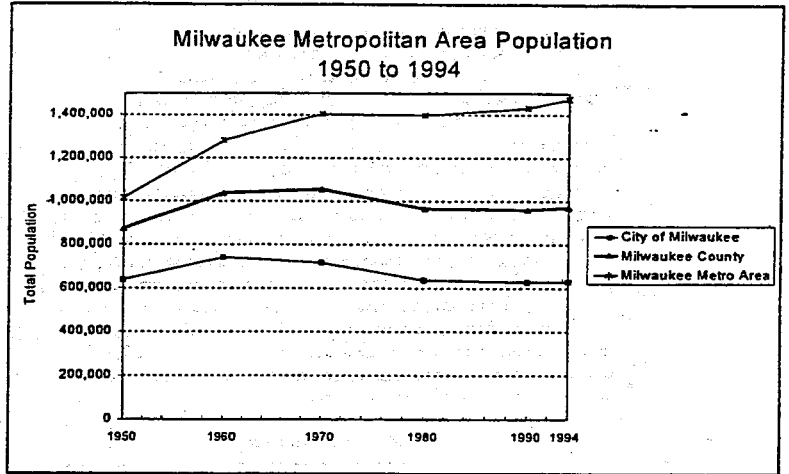
18. Analysis of injury and illness shows the need to ensure that all employees know proper work methods and that all departments seek to improve training and to correct environmental hazards.

Summary: Without adequate data on service quality and costs, Milwaukee cannot adequately define its role as a service provider. Nor can the city properly identify failing markets into which it must intervene or determine the effectiveness of the programs it provides. Lacking good information on the needs of its residents and the services they desire, Milwaukee struggles to provide essential services in the most efficient and effective manner possible.

The structure of an organization should be based on its business philosophy and the outcomes it hopes to achieve. However, in Milwaukee, many legal, institutional, and organizational constraints hinder progress toward customer and mission-focused service. Many areas of city government retain a rigid bureaucratic structure that cannot effectively

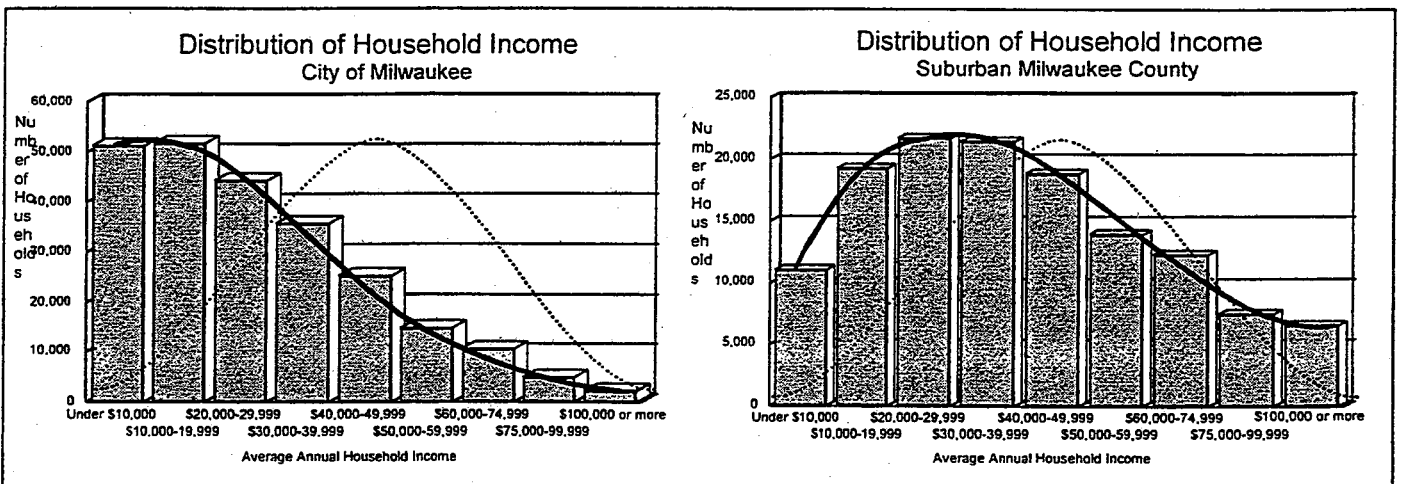
Demographics

1. After experiencing a prolonged decline between 1960 and 1990, Milwaukee's population has stabilized at just under 630,000 persons.
2. For the first time in 30 years, according to recent population estimates by the Wisconsin Department of Administration, the metropolitan area experienced a small population increase due to the net effects of migration.
3. Milwaukee's share of the metropolitan area population fell from 63% in 1950 to 43% in 1994.
4. Minority persons made up 40% of Milwaukee's population in 1990. The age structure of the city's minority population differs from that of the non-minority population. Minority residents account for the majority of children in the city while non-minorities make up the majority of the city's elderly population.
5. About 95% of the metropolitan area's minority population lives in the city of Milwaukee.
6. The city of Milwaukee lost middle income households through out-migration while it gained low income households through the in-migration of persons from outside the area during the last 25 years.
7. Between 1985 and 1995, the income of city



residents failed to keep pace with inflation. The decrease in real income in Milwaukee exceeded the decline for residents of other large Wisconsin cities and the US.

8. The household income disparity between Milwaukee and the rest of the metropolitan area increased between 1985 and 1995. Milwaukee includes a high percentage of the area's low-income households and very few of the area's highest income households.
9. Milwaukee's median household income is relatively low when compared to other large cities in Wisconsin and the US.
10. Metropolitan area poverty is concentrated in the city of Milwaukee. Minority residents in the city have a poverty rate four times greater than that of nonminority residents.

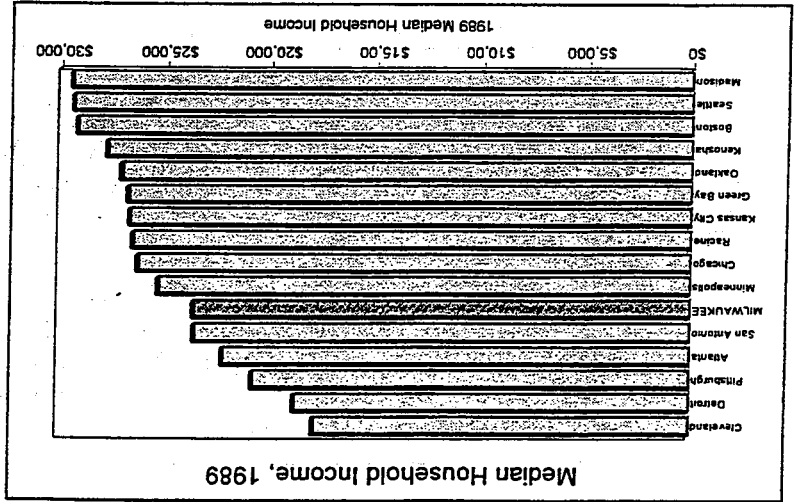


array of attractions (including 2 major sports franchises, 35 major media outlets, a new convention center, over 10,000 hotel rooms, a world-class zoo, and a variety of cultural and recreational activities) makes Milwaukee an attractive destination for visitors as well as for prospective residents

15. City households in the middle-income category are declining as a share of total households.

Conclusion: Through the mid-1990's, real median household income declined in Milwaukee due to a combination of factors, including economic changes, low educational attainment, loss of middle-income families to the suburbs, and the migration of poor families into the city. People who remain in Milwaukee, many of them minority residents, have lower incomes and fewer job skills. As a result, the incidence of poverty has risen dramatically, particularly in central city neighborhoods, leading to a decline in the quality of life for residents within those neighborhoods. Over time, the Milwaukee metro has become increasingly segregated according to race, income, and employment.

Issue:
WHAT CAN THE CITY DO TO STRENGTHEN THE QUALITY AND ENHANCE THE VALUE OF MILWAUKEE'S NEIGHBORHOODS?



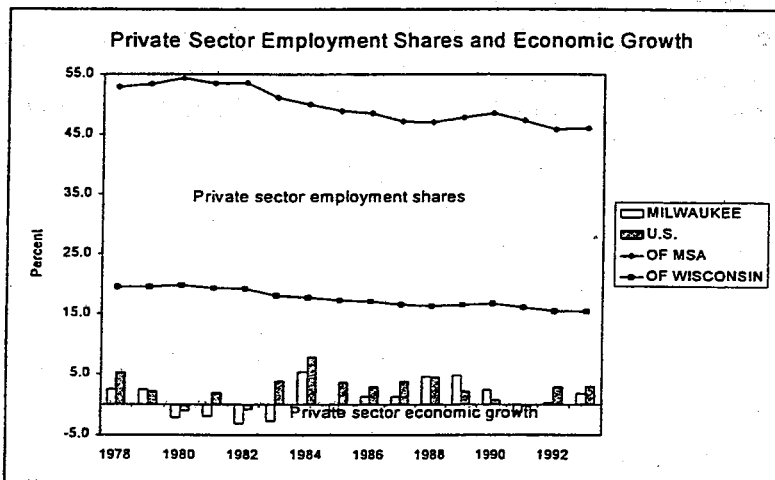
11. The percentage of city residents living below the poverty level increased more in Milwaukee than in other major US cities.
12. The Milwaukee metropolitan area is the most economically and racially segregated among comparable areas.
13. Milwaukee ranks among the 10 worst non-attainment areas for ozone air pollution in the US. Moreover, each year the total number of vehicle miles traveled in the metro area grows by 2.2% while bus ridership declines by about 5%.
14. Milwaukee, the largest city in the state, serves as cultural, recreational, and entertainment center for southeastern Wisconsin. The city's diverse

Economic Activity

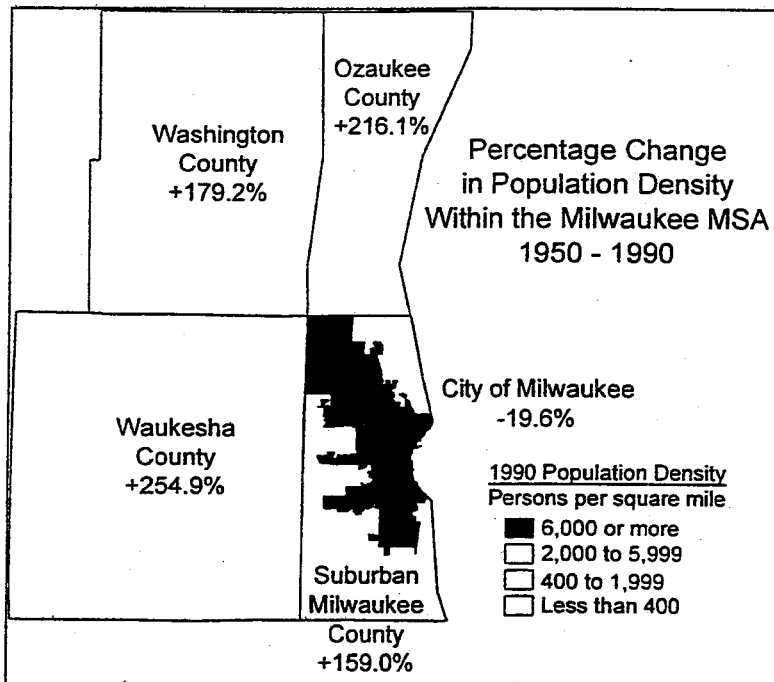
1. The value of goods and services produced in Milwaukee continues to rise. However, local economic growth generally has failed to keep pace with growth in the US economy. During three of the five years from 1992 to 1996, Milwaukee's economic growth trailed US numbers. One year (1993) growth rates were equal and in 1996 Milwaukee outperformed the US economy.
2. Between 1990 and 1998, Milwaukee's unemployment rate ranged from a high of 6.5%

in 1991 and 1994 to a low of 5.1% in 1995. Overall, during the nine-year period unemployment averaged 5.8%, a rate higher than in the metro area and the state.

3. The number of jobs located in Milwaukee increased slightly (about 3.0 percent) during the six years between 1992 and 1997. However, city job growth failed to keep pace with the rate of increase in state and metro area jobs. Moreover, over the past 20 years; job growth in Milwaukee has fairly consistently trailed national job growth.



4. Milwaukee's property tax base has shown signs of revival, growing by 1.4% in real terms between 1997 and 1998. Residential property values have led the rise, growing in inflation-adjusted terms throughout the 1990's. The 1998 reassessment also show real growth in manufacturing, commercial, and personal property values. Moreover, in 1998, every assessment district within the city exhibited stable or growing real property values. By comparison, in 1992, 20% of the city's assessment districts saw declines in inflation-adjusted property values.



5. Milwaukee lowered its property tax rate by more than 25% between 1988 and 1999, significantly narrowing the gap between the city and its suburban counterparts.

6. In 1991, the City of Milwaukee's equalized value effective tax rate ranked fourth highest out of nineteen municipalities in Milwaukee County. By 1997, the city adopted a budget with the fourth lowest tax rate in the county.

7. Milwaukee's unreserved fund balance--for use in emergencies or to reduce the tax rate--continues to exceed substantially that of most other US cities, whether measured in absolute terms (approximately \$87 million in 1998) or relative to appropriations (12.5% of the city's 1999 operating budget).

WHAT CAN MILWAUKEE DO TO STRENGTHEN THE LOCAL ECONOMY, ATTRACT AND RETAIN FAMILY-SUPPORTING JOBS AND ENSURE ECONOMIC OPPORTUNITIES FOR ALL CITY RESIDENTS?

Issue:

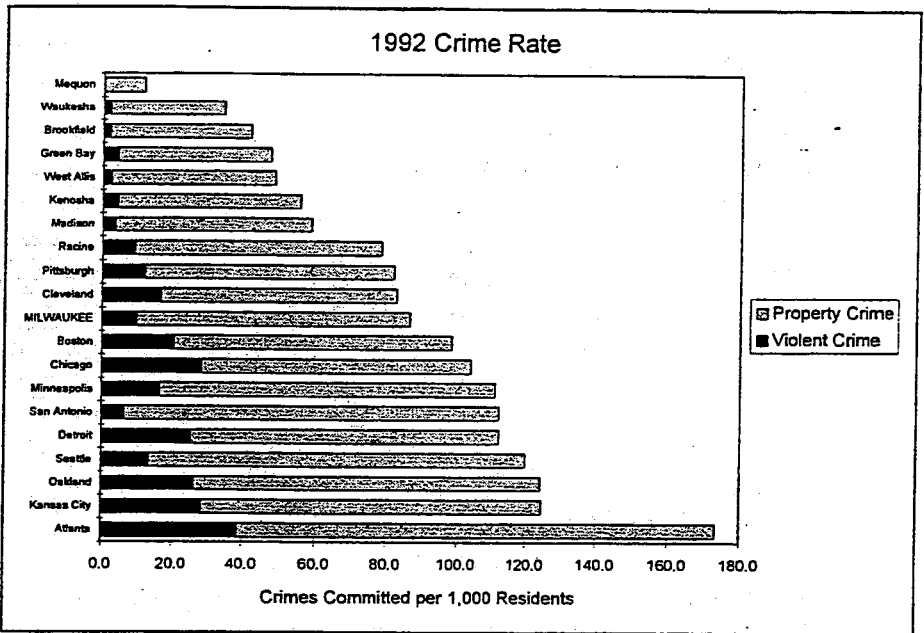
economic inefficiencies, create air quality problems, and hamper the efforts of Milwaukee residents to fix jobs. The real value of the property tax base has reversed the decline that occurred during the 1980's, although access to financial resources remains limited. Nonetheless, Milwaukee has managed to reduce the tax burden on its residents, freeing up resources to stimulate economic and job growth by increasing productivity and providing services more efficiently. At the same time, Milwaukee retains a solid reserve to diminish the effects of unforeseen expenditures or decreased revenues.

Conclusion: Milwaukee's economy remains stable as jobs and output grow at a relatively slow pace. The shift from a manufacturing- to a service-based economy creates transitional problems but also offers promise for future growth. Policies encouraging low-density development of ex-urban regions promote

8. Land use and transportation policies implemented over the past 45 years have encouraged dispersion of the metropolitan area's population outward to ex-urban regions. Low-density scattering of commercial and residential properties across heretofore undeveloped areas has made it difficult for city residents to obtain suburban jobs, vastly increased the volume of automobile traffic throughout the metro area (causing a commensurate surge in air pollution), and destroyed valuable agricultural lands.

Public Safety

1. The City of Milwaukee has one of the lowest crime rates among major US cities. Of the twelve national comparison cities, only Pittsburgh, Cleveland, and Boston had lower rates in 1997 than Milwaukee (86.7 crimes committed per 1,000 residents). Milwaukee's violent crime rate was especially low in comparison with other cities nationwide, 10.5 violent crimes per 1,000 residents (only San Antonio, Pittsburgh, and Seattle ranked lower). Milwaukee's 1997 property crime rate was 65.3 per 1,000 residents; lower than 8 of the 11 cities.



2. Milwaukee's crime rate exceeds that of other large Wisconsin cities by as little as 10% to as much as 80%. Suburban areas generally have the lowest crime rates.

3. Crime within Milwaukee concentrates in central city neighborhoods. Outlying areas of the city have crime rates similar to suburban areas.

4. After experiencing a significant increase in crime during the period between 1982 and 1990 (the second highest rate of increase among

comparison cities), Milwaukee's crime rate has begun to decline. The city's crime rate climbed from 73.8 crimes per 1,000 population to a peak, of 94.6 crimes per 1,000 population in 1990. After 1990, however, Milwaukee's crime rate fell more quickly than it had risen. By 1997 the city's crime rate had dropped to 76.6 crimes per 1,000 population.

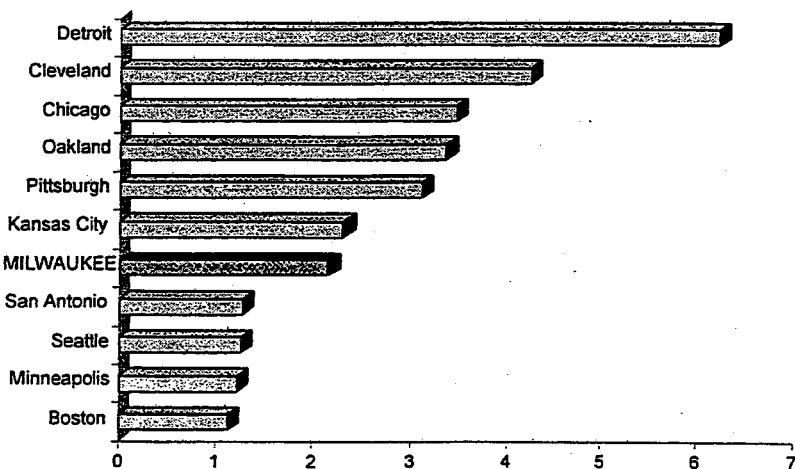
5. In comparison to other large cities, Milwaukee ranks fifth lowest in fire deaths, with 2.15 fire deaths per 100,000 residents.

Conclusion: Milwaukee is a comparatively safe city. Crime rates and deaths due to fire are low when compared with other US cities.

However, the increase of crime within city borders shapes perceptions of the city. The belief that Milwaukee is "unsafe" can induce residents with sufficient resources to move from the city. It can also adversely affect property values.

Issue:
WHAT CAN THE CITY DO TO PROTECT MILWAUKEE'S CITIZENS FROM CRIME, FIRE, AND OTHER HAZARDS?

Fire Deaths Per 100,000 Residents



1. Approximately 100,000 of

Milwaukee's residents have little or no health insurance. About one-third of the city's children are uninsured or under-insured.

2. African-American children are 63% less likely, and Hispanic children are three times less likely to be covered under health insurance than white children.

3. Milwaukee's infant mortality rate fell from 13.0 deaths per 1,000 live births in 1994 to 11.9 deaths in 1996. However, Milwaukee's non-white infants continue to experience a significantly higher mortality rate than its white infants.

4. Milwaukee teen-age pregnancy rates are high. In 1996, 9.6% of all births in Milwaukee were to women under 18 years of age. More than one-fifth of babies born in Milwaukee during 1996 were born to women aged 20 and younger.

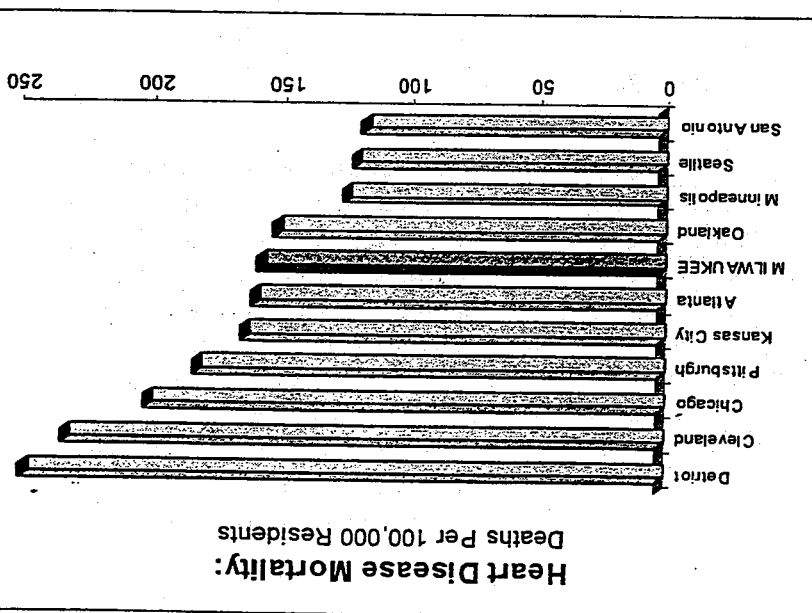
5. Milwaukee's adult population is healthy compared to other large cities. Milwaukee's mortality rate due to Ischemic Heart Disease was 177.8 deaths per 100,000 residents in 1997.

6. Women's health, as indicated by Breast Cancer Mortality Rates (25.7 per 100,000 residents in 1997) is slightly higher than rates in comparable cities.

Conclusion: The health of Milwaukee residents is comparatively good. However, several troublesome issues remain including teen pregnancy and non-white infant mortality rates.

Issue:

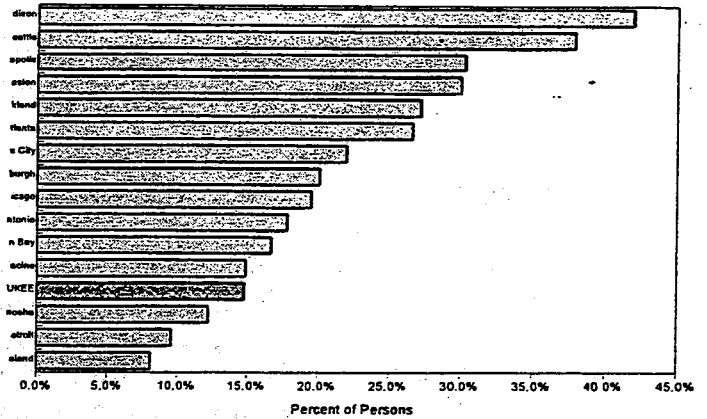
WHAT CAN THE CITY DO TO IMPROVE THE ENVIRONMENTAL HEALTH OF MILWAUKEE AND THE PERSONAL HEALTH OF ITS CITIZENS?



Education

1. Approximately 31.9% of Milwaukee citizens over 25 years of age, have a high school degree. While this places Milwaukee second highest among the comparison cities, its ranking falls in categories of higher education. Only a relatively small percentage (10.3%) of Milwaukee's citizens possess college degrees and even fewer, (4.5%) have attained a professional or graduate degree.
2. During the 1993-94 school year the Milwaukee Public School District spent slightly more per pupil (\$7,087) than the metropolitan area average (\$6,999). However, by the 1997-98 school year, per pupil spending by MPS had fallen below the metro area average (\$8,345 compared to \$8,801).
3. Despite increased state funding of local school districts, property taxes continue to support, on average, about 40% of education costs across the metropolitan area. As a result, suburban school districts retain access to greater financial resources than Milwaukee's public school system. Property values per student in the Milwaukee Public School District fall well below the metro area average.
4. The Milwaukee Public School system ranked last among 36 metro area school districts, with a 1996-97 school year graduation rate of 85.0%.
5. Fewer than 40% of eligible MPS students took the ACT examination at the end of the 1996-97 school year. This percentage significantly trails other metro-area school districts. Moreover, MPS students, on average, scored below students in other metro-area school districts. Milwaukee's composite ACT score was 1.3 points below the

Percent Persons 25 or Older With College Degrees



second lowest school district (St. Francis), and 5.7 points lower than the highest school district (Elmbrook)

Conclusion: The educational attainment of Milwaukee residents trails local, state, and national levels. Lack of advanced skills (such as computer proficiency) restricts employment opportunities and limits the ability of city residents to participate in the expansion of the city's economy into high value-added service activities.

Issue:
WHAT CAN THE CITY DO TO FOSTER AN ENVIRONMENT THAT WILL RECOGNIZE THE IMPORTANCE OF LIFELONG LEARNING, FOCUS ON THE EDUCATIONAL NEEDS OF CHILDREN, AND PROVIDE MILWAUKEE'S YOUTH WITH THE SKILLS NEEDED TO OBTAIN A JOB, PURSUE ADDITIONAL TRAINING, OR GO ON TO COLLEGE?

Reliable information and analysis is crucial to good decision-making. The city must identify available information sources and collect new information, where necessary, using surveys and focus groups. Special efforts must be made to reach segments of

To add value to the city, services provided must meet the expectations of customers. Since quality is defined by customers, an understanding of their needs is essential if the city is to provide, or provide for, the services they value. The city needs to learn what works and what does not work in attracting and keeping residents and businesses. City government must learn what keeps people in Milwaukee as well as what causes people to move out. A better understanding of residents' "needs and wants" will give city leaders the opportunity to set priorities and direct more resources to areas of highest need. This requires accurate information on citizen preferences, open and continuous communication with customers, involving the community in the decision-making process and developing plans that take into consideration citizen priorities and the community interests.

Strategy 1: Provide services and activities that add value to the city and ensure they are provided in the most cost effective way possible.

- Provide services that add value to the city
- Reduce the share of Milwaukee's economy that is used for city taxes
- Maintain a high-quality workforce
- Maintain the city's General Obligation bond rating

Strategic Objectives:

Strategic Goal:

Ensure that residents and businesses obtain high value from and pay a fair cost for services the city delivers.

BACKGROUND:

Government exists to provide basic services that will ensure the welfare of its citizens. This simple statement would seem to suggest clearly the role that government will play in the lives of its citizens. However, the way in which a government defines "basic services" will determine the scope and size of the government itself.

The City of Milwaukee has chosen to limit the services that it provides to those that the private sector cannot and does not furnish adequately. By focusing its efforts on those areas that the private sector does not address, providing "public goods"—services that private markets either cannot or will not efficiently provide—or addressing market failures, Milwaukee helps to expand—rather than limit—the range of economic choices available to its citizens.

Further, by carefully targeting specific needs, the city can reduce the amount of resources that it collects from its residents in taxes, leaving more money available in the private marketplace. Beyond this, in those areas where the city does provide services, government must ensure that the service it does offer is of high quality and of value to its customers. This means delivering services in the quality and quantity that people want at the lowest possible cost.

To achieve this goal the city must listen to its customers, apply sound business principles, develop an efficient organization that is able to respond quickly to our rapidly changing environment, provide a well-trained work force that is capable of delivering innovative quality services, and ensure equity in the distribution of costs for services while promoting the public good.

the community whose voice may not easily be heard.

Milwaukee must apply sound business practices to ensure services are provided in the most efficient manner possible. This includes an integrated service delivery approach, with city departments working together “seamlessly” to offer a wide array of services to customers. An interdepartmental approach to delivering service will avoid costly redundancy among departments and produce more effective and comprehensive results. The city must support development and maintenance of integrated systems and databases to assure easy communication and data sharing among departments.

The city must continue to explore public-private-nonprofit partnerships for service delivery as well as intermunicipal service agreements where appropriate. There is no one right answer to which service delivery mechanism works best. The method most effective for the specific service should be pursued as a means of increasing efficiency while delivering services that are responsive to residents and businesses needs.

On the level of specific services, the city must make service delivery (quality and quantity) decisions based on what people like about a specific service, whether the service is provided on a timely basis and whether it meets the need it was intended to meet. Post-delivery feedback mechanisms should be developed and used by service-providing agencies for this purpose.

Process reviews, using total quality methods, can help eliminate non-value added steps. Improved cost accounting systems can allow the city to better define costs and compare costs with those of other providers. Program evaluations can identify what works and what doesn't work. Benchmarking products and services against others can help identify “best practices” and speed innovation.

Management systems for identifying programs that most efficiently produce desired outcomes should be strengthened, or created where they do not now exist. Strategic plans should focus on activities with the greatest impact compared to cost.

Strategy 2: *Ensure that costs for services are distributed equitably while promoting the public good.*

Milwaukee provides a wide array of high quality services. To ensure costs for services are distributed fairly while promoting the public good requires:

- equitable distribution of costs among *all* who receive substantial benefits from city services.
- equitable distribution of taxes among municipalities, classes of property, and individual properties
- equitable distribution of state aids among counties, municipalities, school districts

Through state aids, revenues collected from state tax sources are distributed to local governments to help pay costs for providing services. The various aid programs allow the state to allocate money to counties, municipalities and schools to offset variances in taxable property wealth.

Equitable distribution of state aids equalizes the costs of providing local government services among municipalities. This ensures that tax rates reflect only differences in per capita expenditures and not the degree of property wealth in a municipality. When aids are not equitably distributed, relatively poorer communities pay a disproportionately higher property tax to provide the necessary funding for services. This causes disparity in opportunity as wealthy communities can easily provide for the amenities their citizens value while poorer communities cannot afford even basic services.

The City must maintain its efforts to improve the formulae used and halt further erosion of equity in the distribution of state aids including transportation and school aids, shared revenues, expenditure restraint, school levy credit, homestead credit, and the earned income credit.

To ensure equity in the distribution of taxes requires that all property be assessed on a uniform

Recruitment practices must take into consideration both current and future skills needed for positions. To assess accurately future work force needs through trend analysis and planning, the city must create a systematic process for benchmarking key work force skills, practices and compensation programs. The city must also maintain and regularly analyze data concerning the age and experience of individuals who leave city service and their reasons for taking employment elsewhere. This information can assist in the development of appropriate retention strategies.

At the same time the city must maintain systematic processes to ensure that its compensation and benefits programs are comparable and competitive with those in both the private and public sectors. Milwaukee must also protect the integrity of the City's pension system. Retirement benefits for former, current, and future City employees must remain safe and ensure a comfortable standard of living for retirees.

Currently, in a highly competitive employment marketplace, businesses and other governments often seek out highly-skilled city workers. The City has experienced significant turnover among professionals, officials and administrators, and skilled craft workers. The labor market's high level of demand for professionals and skilled employees, combined with Milwaukee's shrinking pool of available skilled workers, has implications for the City's ability to retain skilled professionals and, thus, provide quality service.

As Milwaukee's economy continues to become more diverse, with continued growth in its service industries, the market for employees with higher levels of skills and education will grow increasingly competitive. The City must recognize the contribution that skilled employees make to the corporation. A competitive compensation package along with effective strategies for marketing the city as a good place to work and live are critical to retention of high quality employees

Overall, the city's work force, while steadily declining in size, is becoming increasingly older and more diverse. With today's rapidly changing environment, employee skills and competencies

basis, namely market value. This necessitates frequent updating of assessments to assure accuracy. In recent years the tax base has been under siege both by new property tax exemptions (most recently a personal property tax exemption for computers) and special use valuations (such as agricultural use value.) Special treatment of narrow classes of properties serve to decrease tax base, increase the tax rate and shift taxes onto others. Any proposed property tax exemption must be closely scrutinized to determine whether the benefits significantly exceed the revenue loss or tax shift.

Fairness requires that all who receive municipal services participate in paying for those services. Milwaukee provides services whose benefits extend to tax exempt properties as well as non-residents who frequent the city for work and recreation. Although these organizations and individuals receive substantial benefits from city services, they bear few of the costs and an inequitable subsidy by city property taxpayers results. The City must find ways to transfer to appropriate users the costs associated directly with the use of such services while assuring the poor are not denied access.

Finally, alternate sources of revenue that produce adequate funding for government services must be identified. The city must find ways to reduce taxes by steadily increasing the share of taxes financed by state aids and user fees, pooling resources and sharing services.

Strategy 3: Find, hire and retain the best employees possible.

Efficient systems require effective managers and qualified employees to develop, run and improve them. The human resource system should focus on recruiting, hiring, developing and keeping the very best employees possible. To accomplish this strategy requires aggressive recruitment, a competitive salary and benefits package, and commitment to training of employees, and opportunities for growth and development within the City system.

quickly become obsolete. Everything from technology to managing a diverse workforce in an increasingly dynamic legal environment creates new challenges and requires new skills to enable employees to be effective.

Strategy 4: *Create an organizational climate that encourages every city employee to share the city's vision and mission and participate in achieving the city's objectives.*

The City's organizational climate consists of the many structures, processes, traditions, habits, and methods which determine how the organization carries out its business. Establishing an environment that reinforces the city's vision—and the values consistent with that vision—is crucial.

This means developing leadership, at all levels, to support positive change in the organizational culture. Managing change challenges existing roles and behavior. Leaders must be capable of leading by example, overcoming resistance to change, reinforcing the vision and promoting innovative approaches to service delivery.

Organizational improvement requires ongoing learning as a means of providing the knowledge and capacity necessary for change. As departments become leaner and flatter and technologies more advanced, employees will find themselves taking on new roles. Ongoing training and development

is essential to prepare both managers and employees for these new roles.

Open and honest communication is critical to manage change. Individuals at all levels must give the quality of communication and information sharing a high priority. Involvement of employees and other groups fosters innovation. Similarly, formal and informal relationships between labor and management must be cultivated to promote respect and open communication. This is critical to the success of the City's organizational change efforts.

Creating a customer-focused environment requires an organizational structure that integrates the vision, mission and values into day-to-day systems and practices; in other words, structuring city government and its policies and practices most efficiently to meet customer needs. This means breaking down boundaries between departments and work groups, developing a lean, adaptable and more collegial organization with a flatter structure. Milwaukee must dismantle inefficient, bureaucratic structures and eliminate wasteful rules that reduce the speed and flexibility of operations. These changes will allow the city to respond quickly and efficiently to changes in our environment. Methods and practices that promote open communication, employee and community input, and successful alliances to achieve the city's goals must be encouraged.

Strategic Goal:

Strengthen the quality and enhance the value of Milwaukee's neighborhoods

Strategic Objectives:

- Improve the appearance of city neighborhoods
- Increase the overall assessed value of residential assessment areas
- Increase owner occupancy of residential properties
- Make city neighborhoods safer

Strategy 1: *Support efforts to make clean, safe housing affordable for every Milwaukee resident.*

Many people measure Milwaukee's "quality of life" in terms of attractively-landscaped boulevards, diverse cultural opportunities or appealing entertainment attractions such as Summerfest. However, for a few, "quality of life" can sometimes mean something as simple as a clean, safe place to live.

Milwaukee has long-offered one of the most affordable housing markets in the U.S.; recent studies continue to rank the city near the top of affordable places to live. Yet, despite the availability of reasonably-priced housing opportunities, some city residents still do not earn sufficient income to purchase a home. Others may find mortgages difficult to obtain. The city must work with other government agencies and private sector institutions to ensure that all Milwaukee residents obtain a decent place to live.

Moreover, some residents may find themselves forced to live in accommodations that are unsafe, unsanitary or both. Milwaukee must strive to identify places—whether owner-occupied or not—that place residents at risk and take necessary action to protect the health and safety of both their inhabitants and surrounding property owners.

BACKGROUND:

The core of Milwaukee's strength, like that of many other major U.S. cities, rests in its diverse mosaic of distinct urban neighborhoods. These areas, many of which grew up out of the City's original ethnic enclaves, have evolved to become the fabric binding together the lives of Milwaukee's residents.

Neighborhoods can provide their residents with a heightened sense of belonging. As neighbors sit and talk on their front porches, shop in the same stores, walk their children to the same parks, and worship together in the same churches or synagogues they create a bond built upon shared experience and common interest. Allowing residents to send their children to schools within their neighborhoods will only help to strengthen further these important bonds.

The familiarity and sense of closeness offered by urban neighborhoods represent part of the singular appeal of cities. Whether in neighborhoods or downtown, cities bring together people and activities through the efficient use of land and transportation systems. Milwaukee must continue to encourage development of housing, commerce and transportation systems that embrace this unique urban heritage. The city must recognize its distinctive assets and build upon its strength as the core of a major metropolitan area.

Diversity represents one of the city's greatest strengths. The rich mix of uses found in Milwaukee's neighborhoods provides convenience, vitality and individual identity. In turn, the City's transportation network binds together its neighborhoods. Milwaukee must be organized around a transportation network that offers mobility choice. Needs of pedestrians and automobiles should be balanced to create a legible, walkable and memorable public realm.

Strategy 2: *Support preservation and development of quality housing, businesses and transportation systems that integrate with and contribute to the unique urban landscape of Milwaukee.*

Coordinated planning and development effectively integrate many elements. Quality housing that enhances a sense of community among neighborhood residents; attractive customer-friendly commercial streets; greenspace offering recreational amenities; and a diverse array of transportation options represent only a few of the many elements that, when well designed, contribute to good urban form. Milwaukee must promote urban design practices that emphasize the public qualities of buildings and creation of places with lasting value and civic meaning.

New buildings should be designed in ways that retain the traditional qualities of Milwaukee's architecture. This does not mean that new buildings should nostalgically imitate historical styles. In fact, to do so would contradict the creative design traditions that produced Milwaukee's rich architectural legacy. Architecture that fits well within context and is human-scaled reflects timeless design principles. New buildings should be designed for compatibility with neighboring structures, spaces and activities. Visually interesting and appropriately-sized building facades should prevail over large, sterile, windowless walls - especially when facing public spaces.

What distinguishes each of these various design elements—and good urban design—is its focus on people instead of things. As a result, sidewalks become more important than parking lots, windows more attractive than walls, and parks more inviting than freeways. Milwaukee must maintain its efforts to implement principles of good urban design. By combining good design with the city's rich architectural heritage, Milwaukee can continue to enhance its residents' quality of life, transforming itself into a truly unique, aesthetically attractive, "people-friendly" urban environment.

Strategy 3: *Encourage private sector businesses to invest in and become part of the community in which they reside.*

Milwaukee's neighborhoods are more than houses, parks, churches and schools. A strong vibrant city neighborhood will include a wide variety of activities including commerce and, on occasion, industry. As good "neighbors" the success of these businesses often ties directly to the health of their neighborhood. When a neighborhood flourishes all residents, including businesses, benefit. When a neighborhood is imperiled, the threat is shared by all property owners.

New or growing businesses, such as a new corner grocery store or expansion of a day care center, can help strengthen the fabric of Milwaukee's neighborhoods. These and other similar types of development can also provide additional employment opportunities near the available workforce. Where appropriate, Milwaukee must encourage creation of new businesses or expansion of existing businesses within city neighborhoods.

The city can also direct private-sector business efforts to invest in their neighborhoods, by helping them develop programs that will benefit both their community and themselves. Milwaukee can encourage businesses to develop programs to provide incentives for employees to live near their workplace or help them create initiatives that will support children in their efforts to complete high school or pursue a higher education. The city must also promote business efforts to hire local residents, retrain existing employees, and provide transportation to the job site.

Strategy 4: *Promote a sense of community among neighborhood residents and foster cooperation among city neighborhoods.*

Much of Milwaukee's strength lies within its neighborhoods. The city must work to create stronger neighborhoods by helping to promote a sense of community among neighborhood residents. Residents must become more invested in their neighborhoods.

Milwaukee—as “unsafe.” The city must work to counter these and other misimpressions and actively promote itself as a “first-class” city.

The city must also work to change its business image. Milwaukee’s economy continues to diversify. Once almost exclusively a producer of manufactured goods the city has now emerged as a premier provider of technical, professional, and business services as well. As the local economy’s dependency on goods-production diminishes, Milwaukee must actively promote itself as the future technology and service-sector center of the metro area and the state

Strategy 6: Build on Milwaukee’s strength as the multicultural center of Wisconsin.

Milwaukee is home to the highest concentration of virtually every ethnic population within the state of Wisconsin. From its people, and the joining of their distinct racial, ethnic, and religious heritages, the city derives great strength. Milwaukee must create greater awareness of the value this diversity engenders.

At the same time, Milwaukee must ensure that it represents each and every one of its citizens, at times speaking loudest for those least often heard. Milwaukee’s city government must continue to lead by example, hiring and promoting individuals based on their qualifications rather than their color and encouraging local businesses to do likewise. Milwaukee must work to create an environment of understanding and acceptance wherein the value of diversity is truly recognized.

Many local events already celebrate the diverse peoples and cultures of Milwaukee, most notably the summertime lakefront neighborhood and various church-sponsored ethnic festivals. The city should encourage the continuation of these existing events as well as development of new multicultural activities. Milwaukee must heighten its efforts to establish dialogue among its citizens and work to foster a better understanding of its peoples’ rich racial, ethnic, and religious heritages.

Community-based organizations play an important role in reducing crime in residential areas. They also provide a sense of community that helps to maintain neighborhood stability. Milwaukee must continue its efforts to support existing block clubs, neighborhood groups and other community-based organizations. The city should also encourage formation of new groups in neighborhoods where no groups currently exist as well as in areas where they already have a presence.

The city should also strive to enhance relationships between communities and community groups and strengthen ties between neighborhoods and government. Conflicts may occasionally occur. The city must work constructively to reduce the potential for such conflicts and encourage a positive resolution of disagreements when they occur.

Strategy 5: Sell the city; actively promote the positive aspects of life in Milwaukee.

Milwaukee serves as cultural hub for the region. It also offers a wide array of entertainment and recreational opportunities. No other municipality in southeastern Wisconsin can provide to residents and visitors the same cultural diversity and vibrant urban atmosphere. From clean sandy beaches, to summers filled with festivals (including SummerFest), from the Milwaukee Symphony Orchestra and the Art Museum to the Milwaukee Bucks and Brewers, no place in Wisconsin offers the breadth, depth, and variety of opportunities that exist in Milwaukee. The city must continue its efforts to retain its existing cultural and entertainment resources while striving to bring new attractions to Milwaukee.

The city’s image frequently suffers from misrepresentations that often create a sense of inferiority about Milwaukee. In most parts of the city the crime rate compares favorably with that of metro area suburbs. While the city must continue its efforts to improve public safety and reduce crime, it must also strive to change public perception of the city—both within and outside

Strategic Goal

Strengthen the local economy, attract and retain family-supporting jobs and ensure economic opportunities for all city residents.

BACKGROUND:

Far beyond the direct control of local public officials, Milwaukee's economy is shaped by forces and events taking place in the global and U.S. economies. Economic growth and activity in Milwaukee typically reflect trends seen in the U.S. economy. When the national economy booms, Milwaukee typically prospers. When the U.S. economy falters, productivity falls and unemployment rises in Milwaukee. City government has neither the power nor the wherewithal to affect significantly these broader market forces. At best, local public officials can strive to create a strong business environment in which, during times of economic strength, Milwaukee's private sector can innovate, grow, and prosper.

One way in which a government can foster a strong business environment is to ensure that it "adds value" to the resources it extracts from the local economy by providing services whose value exceeds the amount of monies collected through taxes, fees, fines, and other payments. When Milwaukee "adds value" it enhances its competitive position compared to other municipalities (both locally and nationwide), making it a more attractive site for establishing a business.

City governments can help to ensure that the services they provide add value to the local economy by focusing their activities in two specific areas. They can efficiently furnish public goods—important goods and services that private markets do not or will not provide and they can address market failures—instances when private markets fail to function efficiently.

By keeping out of the way of private markets and focusing only on providing services those markets cannot or will not provide effectively, government can best assure that markets remain strong and

vital. In this way, by leaving economic resources in the hands of taxpayers, Milwaukee helps its citizens and businesses generate success for themselves. Which, in turn, creates even greater success for their city.

Strategic Objectives:

- Increase job opportunities for city residents
- Increase the city's commercial and industrial tax base
- Provide safe and efficient infrastructure systems
- Promote balanced land use
- Increase cooperation among metropolitan area governments
- Maximize the benefits derived from federal block grant funding.

Strategy 1: *Concentrate activities and services in areas that are not effectively or equitably provided by the private sector.*

In an era of constrained budgets, cities can ill-afford to misallocate financial resources. Every dollar misspent represents a double loss to taxpayers: a dollar they can no longer spend for their own needs and a dollar for which they obtain little or nothing in return. For this reason, Milwaukee must ensure that it uses its available resources wisely, directing its efforts towards offering public goods or addressing market failures that represent an appropriate cause for government action.

Milwaukee must review service needs, identify those that appropriately require government

of taxes) and the value they deliver will affect the profitability of local business establishments. A safe, clean, and accessible environment provided at a reasonable cost will render the City a more desirable destination for private investment.

Each year, Milwaukee receives substantial amounts of funding in the form of grants from a variety of outside sources. Milwaukee must strategically use this grant funding—including federal block grant dollars—to target specific needs, develop innovative new initiatives, and supplement operating funds, where needed. In this way, Milwaukee can maximize the benefits that such funding creates.

However, the city must also ensure that it uses grant funds responsibly, avoiding the temptation to look upon grants as "free money". Milwaukee must continue to adhere to the policy of not replacing lapsing grants with operating funds. Moreover, the city must continue its efforts to tie more closely application for and disbursement of grants with the city's budget process. Only in this way can Milwaukee develop a unified, cohesive budget plan.

Strategy 3: Provide a transportation system that improves mobility and allows for access to job opportunities in Milwaukee and throughout the metropolitan area

A safe, efficient and effective transportation network provides local industries with the critical means to obtain raw materials and to move finished goods to the marketplace. Milwaukee origins at its present site result from the advantages offered by its location: astride the confluence of three major rivers at a point where they empty into Lake Michigan. More than 150 years after the city's founding, Milwaukee's locational advantage remains undiminished.

Milwaukee's multi-modal transportation network exploits the opportunities provided by the city's location, offering a diverse array of choices to shippers. Freeways, roadways and secondary streets interlace the city, providing easy access to virtually every location. Railroads carry raw

intervention, and concentrate its service activities in those areas. By focusing on addressing gaps or failures in private markets, Milwaukee can provide its residents with the services they need but cannot obtain elsewhere. To make best use of its available resources and to keep costs as low as possible the city should avoid competing unnecessarily with and duplicating the efforts of private sector providers.

Strategy 2: Allocate the city's capital, operating, and grant resources effectively so as to increase Milwaukee's overall attractiveness for private sector investment

A region's public capital stock, or public infrastructure, is perhaps the most important determinant of economic activity controlled by local governments. A well-maintained, diverse transportation network and modern, efficient public systems help to enhance a City's attractiveness for private sector investment.

To maximize return on its capital investments, Milwaukee must ensure efficacious use of its capital resources. Worthwhile capital investments will provide a positive financial rate of return to the city, increase the net value of local economic activity, properly address questions of equity, and enhance the quality of urban design. By using these criteria for choosing infrastructure projects, Milwaukee can maximize the benefits from its capital projects.

The city must use operating resources effectively. Milwaukee must identify not only the services it should provide but also how those services should be provided. Once the city defines the problem—a service need of city residents—it must commit its resources only to the most effective and efficient solution possible. Milwaukee must use its resources productively, directing efforts toward activities that achieve the desired results. By focusing on outcomes, and the measures by which to track them, the city makes certain that its efforts add value and that taxpayer dollars are not wasted.

It is critical that the City provide services to residents and taxpayers in as productive a manner as possible. The cost of these services (in the form

materials and finished goods both into and out of Milwaukee. General Mitchell International Airport offers a gateway to over 90 destinations worldwide. A world-class port reflects the water-borne heritage of the city's origins.

An effective transportation system carries more than goods, however. Milwaukee's residents must also rely on the city's transportation network to take them to work, school, shopping or elsewhere. However, unlike commercial shippers who find themselves blessed by an abundance of shipping choices, residents too often find their personal travel choices severely limited.

Federal and state policies that promote automobile travel at the exclusion of other forms of personal transportation have placed many job opportunities in suburban areas beyond the reach of lower-income city residents. These highway-oriented policies have also led to widespread destruction of the urban landscape, continued degradation of the environment and the ever-expanding sprawl that destroys vital farmlands and wetlands along the urban fringe. Milwaukee must strive to reverse these impacts and develop a balanced multi-modal system for transporting its residents to and from their workplaces.

Strategy 4: *Lower the cost of doing business in Milwaukee by reducing the role of local government in the private sector economy*

Governments impose costs on local residents and businesses in many ways other than taxes. When governments establish regulatory requirements, they impose additional costs on businesses. These costs, ultimately will be passed on to consumers, raising the price of goods and services. Similarly, fees, permits and other payments also extract resources from the city's economy, weakening the "bottom line" for businesses and reducing disposable income of residents.

The city must continue to seek to develop new and more equitable sources of revenue. However, in so doing it should evaluate the effect of such initiatives on the total cost of owning a home or operating a business in Milwaukee. The city must

broaden its efforts to lower the cost of government and consider fees and other revenues in the context of their total cost to residents and businesses rather than solely on their impact on property taxes.

Strategy 5: *Facilitate a convergence of public and private resources that will reduce the city's poverty rate, provide Milwaukee families with the opportunity to become self-supporting, and offer economic advantages to the entire Milwaukee metropolitan area.*

Milwaukee represents the economic, transportation, and cultural hub of southeastern Wisconsin. The financial vitality of the entire metropolitan area is linked to the city's economic well-being. The city and its suburbs both complement and depend upon each other. Milwaukee provides a strong economic base, a multimodal transportation network and a sizable unskilled labor pool; the suburbs offer many entry-level jobs and a more highly-skilled workforce. Thus, each contributes assets that can benefit the entire area.

Milwaukee must work to strengthen its ties with its neighbors; improved long-term relationships must take precedence over short-term gain. The city must make its case persuasively that, when one community benefits, the entire metro area benefits. The city should work with the suburbs to distribute the benefits of economic growth to the best advantage of the entire metropolitan area.

The city must also work with other local governments to develop a regional approach to addressing the problem of poverty. A disproportionate percentage of the area's poor residents currently live within the City of Milwaukee. This concentration of poverty places additional burdens on the city and county to provide needed services.

The disparity between the number of low-income unemployed adults living in Milwaukee and the number of jobs available in the labor market represents one of the city's most severe problems. Three factors contribute to the job shortage in our community: 1) a significant mismatch exists between the skills of many jobseekers and the skills

required to fill many jobs, 2) part-time jobs comprise a sizable percentage of the area's job openings and 3) many job vacancies occur in suburban regions of the metropolitan area, beyond easy reach of many city residents.

Private-sector job placement represents the best opportunity for providing meaningful long-term employment to jobless adults living in Milwaukee. However, before Milwaukee's unemployed or underemployed residents can realize significant improvement in their lives, the city must work with private sector and other public sector entities to resolve issues of adequate training, sufficient wages, child care, health care and transportation.

Milwaukee provides many high quality services that benefit residents and non-residents alike. Suburban residents who work downtown, visit the Milwaukee County Zoo or attend an event at the Bradley Center all receive substantial benefits from city services while bearing few of the costs. The city must work with state and local governments to find a more equitable way of sharing the costs of delivering these valuable services.

Strategy 6: *Use development efforts to help remediate contaminated sites throughout the city.*

As a legacy of its importance as a major manufacturing and industrial center, dozens of sites now dot the city containing varying types and levels of contamination. Although often attractively located, legal entanglements and lingering questions of liability can sometimes render these so-called "brownfields" unappealing to developers, discouraging ownership and limiting the city's pool of available developable land.

Milwaukee must work to remove these impediments to development and, instead, facilitate remediation of contaminated sites through development. Many sites bearing relatively minor concentrations of low-level contaminants could easily be converted for specific types of uses (such as warehouses or parking lots). The concrete floors or surfaces of such structures would meet environmental concerns and existing standards by

preventing exposure to hazardous materials underground by sealing or "capping" the surface. However, before such scenarios can succeed, a viable market for "brownfield" sites must be created. The city must work to remove barriers to development and create an environment that will allow market forces to work effectively in cleaning contaminated properties and restoring them to useful purposes.

Strategy 7: *Ensure that Milwaukee's central business district remains the vibrant core of commerce and entertainment for the entire metropolitan area.*

While Milwaukee comprises many neighborhoods, one in particular—the central business district, or downtown—plays a critical role in determining the health of the city's economy. Milwaukee's central business district serves not only as the focus of commerce within city boundaries, it also functions as the hub of economic activity for the metropolitan area, the region, and the state.

Every working day approximately 75,000 persons travel to jobs in the downtown area. Summerfest and various ethnic festivals draw more than 1.5 million visitors annually. The Bradley Center, Marcus Center for the Performing Arts, Pabst Theater and others host hundreds of thousands of people at well-attended events year-round. Yet many of these "visitors" to downtown Milwaukee rarely venture beyond their office or from their attraction to experience the other assets the city has to offer.

In recent years Milwaukee's downtown has experienced a renaissance. Many of the city's historic structures are finding new life following renovation into lofts and housing units. These newly reconstructed residential properties—standing alongside office towers that rose in the late 1980's and early 1990's—will bring a new spirit of "community" and a "round the clock" vitality to the downtown area. Ongoing work on the city's "RiverWalk" system will further support the north/south activity corridor along Milwaukee's riverfront. Completion of the first phase of the new

convention center and ongoing construction on phase 2 will lead to renewed development (including hotels and restaurants) along the east/west Wisconsin Avenue corridor.

Milwaukee must continue its efforts to expand this urban renaissance. Presently, elevated freeways border the north and south ends of the central business district. Like the walls of a medieval fortress, these structures loom large and foreboding. The city must continue to work with state and federal officials to eliminate these artificial barriers that restrict economic expansion and turn people away from the downtown area and replace them with attractively landscaped ground-level boulevards that will promote growth and attract new development.

The city must also strive to enhance the pedestrian-friendly nature of the downtown. Promoting development that is consistent with existing

architectural style and reintroducing trees and greens will help to improve the appearance of the cityscape. Reducing the number of one-way streets and returning parallel parking to major streets will help restore vitality to thoroughfare storefronts.

Milwaukee must encourage greater accessibility to and use of the Summerfest grounds, an invaluable recreational and entertainment asset that sits dormant nine months out of the year. The city must also continue its efforts to promote the renewal of another underused asset, the Milwaukee River, through the RiverWalk and other recreational opportunities that the river offers. By these and other actions Milwaukee can ensure that its downtown remains the vibrant center of commerce and entertainment for the metropolitan area and all of Wisconsin.

Strategic Goal:

Protect Milwaukee's citizens from crime, fires and other hazards

- Reduce effects of personal injury and property loss due to fire and other hazards
- Improve the overall quality of life in the city
- Ensure public safety during snow and ice emergencies

Strategy 1: *Identify and support activities that have proven effective at reducing crime.*

Recent success in lowering the crime rate can be attributed to specific law enforcement activities. The city will continue to invest resources in activities that have proven successful. It will also fund innovative new programs which show great promise for the future. Many of these efforts, understandably, focus on effective law enforcement efforts of the Milwaukee Police Department. However, many activities and services provided by other city departments also have a positive effect on Milwaukee's crime rate.

Strategy 2: *Support efforts that enhance the self-motivation and self-esteem of Milwaukee's children and promote preventative programs aimed at reducing the influence of drugs, gangs and other criminal activity.*

Juvenile violence and crime have obvious implications for the long-term vitality of the city. First-time youth offenders must not be allowed to continue criminal activity into their adult years. The pattern of crime must be controlled by discouraging youths from committing crimes. The entire community must work to provide meaningful alternatives to criminal behavior while, at the same time, ensuring appropriate punishment and effective rehabilitation when such behavior occurs.

BACKGROUND

One of government's fundamental roles is to ensure the safety of its citizens. Milwaukee's city government protects its residents from a variety of potential threats, enabling them to feel safe in their community as well as within their own homes. Likewise, tourists, commuters, consumers and other visitors must recognize Milwaukee as a safe place to work, shop and visit.

Public safety activities also play a vital role in keeping Milwaukee's economy healthy. Reducing crime helps to maintain city neighborhoods, bolstering property values of homes and businesses alike. Fire prevention programs and rigorous inspection of public buildings lessen the incidence of fires and help to keep down fire insurance premiums.

Milwaukee will continue to build on its successes in protecting public safety, using the knowledge and experience it has gained to work toward the goal of improving safety for residents, visitors, commuters and tourists alike. In all areas—policing, adjudication, fire prevention and inspection services—the city must show a willingness to experiment with promising strategies and to evaluate the results. Milwaukee must ensure that it implements strategies that work and eliminates those that are ineffective.

Strategic Objectives:

- Reduce crime and the threat of crime
- Identify, apprehend and prosecute criminal offenders
- Reduce the incidence of fire, morbidity and other hazards

Strategy 3: *Promote public safety by working with the criminal justice system to ensure timely and proper punishment of criminal activity.*

Resources spent on law enforcement are wasted if the criminal justice system does not deal effectively with lawbreakers and is unresponsive to community concerns. First, while prevention is paramount, the city must be equipped to respond to and solve those crimes that do occur. Second, the city must ensure swift and certain punishment for infractions of municipal ordinances. Victims and suspects alike must be treated fairly but firmly. Finally, the city must work with state and federal courts and other components of the criminal justice system to ensure that dangerous individuals pay for their acts and that other would-be offenders are deterred by the certainty and severity of punishments that are enforced.

Strategy 4: *Promote neighborhood stability through public education and outreach, and other activities that reduce destruction and deterioration of property.*

While government must take such actions to assuage public safety concerns, such actions can be useless without the support, and active involvement of the city's residents and businesses. The city must devote attention to coordination and education efforts aimed at motivating people to organize and take action. Examples include educating tenants and owners of the city's older housing stock on how to recognize and minimize the risks of fire; training landlords and tenants to recognize and avoid illegal activity like drug houses; and coordinating neighborhood block-watch efforts.

The city leverages the effectiveness of its own actions in the areas of crime and fire prevention when residents themselves take action to prevent the behaviors and events that cause the quality of their neighborhoods to decline.

Strategy 5: *Build positive relationships with the community and develop leadership.*

When fire fighters, inspectors, police officers and

judges interact with the community their immediate purpose is clear: put out a fire, check a building or property for code compliance, resolve a dispute, investigate a crime, administer justice. At the same time, however, they must also serve a larger purpose: fulfilling the city's mission of making Milwaukee a better place to live, work and do business.

The city must ensure that the organizational culture of the agencies entrusted to protect public safety reflect a readiness to provide services effectively and with sensitivity to the needs of a diverse community. Milwaukee's Fire and Police Commission, Fire Department, and Police Department must develop leadership that will support positive and innovative change within the organizational culture.

It is imperative that the vision, mission and values of the city be communicated to and understood by all public safety officers and supervisors. It is equally imperative that all public safety officers and supervisors manifest that vision and mission and those values in their every interaction with both residents and non-residents. Milwaukee's public safety officers must focus their efforts on protecting city residents. In doing so, however, they must remain mindful of the need to respect those citizens whom they are duty-bound to protect.

Strategy 6: *Ensure the safety of public buildings, residences, and public spaces.*

The construction of places for residence and business are left more or less to market forces—the size, function and value of amenities of buildings developed in Milwaukee are driven mostly by consumers' willingness to pay for such structures. However, at times "consumers," (property owners, tenants and customers) do not know nearly as much as developers and builders about the quality and safety of the structures they inhabit or use.

City government must address this market failure by reassuring investors and consumers in Milwaukee that the structures they use or inhabit meet specific safety and quality construction standards, and thus are safe to inhabit and use. By ensuring the safety and functionality of elevators, boilers, electrical and plumbing systems and the overall superstructure of

buildings of all sizes and uses, the city provides people and businesses with a crucial assurance, without which they are likely to live or do business elsewhere.

Strategy 7: Reduce the damage caused by fires and other catastrophes that do occur.

The best fires or accidents are those that never happen. By focusing on prevention—such as correct installation and maintenance of electrical wiring, safe use of space heaters, or proper handling of smoking materials—Milwaukee can reduce the number of its residents who are exposed to life-threatening events. By focusing further on adequate warning and response—through proper use of smoke

detectors and fire escape techniques—the city can help to increase the likelihood that residents will have sufficient time and wherewithal to escape safely from hazardous situations.

However, the best preventive and educational efforts will not completely preclude bad things from happening. When bad things—fires, natural disasters, accidents, personal injuries, acute health problems and the like—do occur, the City of Milwaukee and other government entities must respond quickly, effectively, and with sensitivity. The city's Police and Fire departments must devote resources to being constantly prepared and equipped with the technology and procedures to swiftly mitigate situations that threaten public safety.

Strategic Goal:

Improve the environmental health of Milwaukee and the personal health of its citizens.

BACKGROUND

In part, a city's economic health depends upon the health of its environment and its residents. Widespread occurrence of illness or disease creates human suffering, decreases quality of life, diminishes productivity, and increases health care costs. Moreover, cities where the environment is tainted by pollutants or contamination risk the loss of both existing and prospective business investment.

A vast array of services are available within the private sector to help ensure the environmental health of Milwaukee and the personal health of city residents. Milwaukee's role, amidst the sometimes bafflingly complex realm of environmental and health care service providers, is not to compete but, rather, to coordinate. The city must play the role of organizer and facilitator — not direct service provider — in ensuring that environmental hazards receive proper remediation and that health care opportunities exist for all residents.

Cities cannot and should not attempt to furnish these services themselves. The size, scope, and cost of such activities would quickly overwhelm the resources available to any local government. Instead, city agencies charged with responsibility for ensuring environmental and personal health must coordinate the narrowly targeted efforts of the city with initiatives of other units of government and with the private sector. Through public-private partnerships, the city can collaborate with private businesses and community agencies to ensure the availability of critical services to those residents who need them. Cooperative and collaborative efforts help ensure that Milwaukee's resources are used effectively to achieve stated health goals while sharing costs across multiple sectors.

Milwaukee values public and environmental health,

and will continue to build on its successes by using the knowledge and experience it has gained to work toward the goal of improving the health and well-being of its residents.

Strategic Objectives:

- Organize and facilitate efforts to improve environmental quality
- Form public-private partnerships that will reduce the incidence of communicable diseases
- Promote the health and safety of Milwaukee's residents
- Focus efforts on developing clear and concise measures of program efficacy

Strategy 1: *Coordinate efforts to reduce the incidence of communicable diseases among Milwaukee's children.*

Communicable diseases continue to pose a significant threat to all Milwaukee residents, especially children. Vaccinations provide an important defense against the spread of communicable diseases. Milwaukee has made significant progress toward improving the immunization levels of its children. Having children appropriately immunized reduces the likelihood of future communicable disease outbreaks.

Monitoring and surveillance of infectious agents also protects the community from the spread of communicable diseases. Through these efforts, Milwaukee can help to ensure that its citizens receive early identification of, treatment for and vaccination against communicable diseases. Moreover, ongoing measurement of the incidence

of infectious diseases will enable the city to determine the outcome, and thus, the efficacy of its public health efforts.

Strategy 2: Promote initiatives that protect the health and safety of all Milwaukee residents.

The emergence of recent public health threats, such as AIDS, together with the long-standing dangers of heart disease, cancer and other illnesses continue to place at risk the personal health of Milwaukee's residents. Many of these serious illnesses are difficult to cure. However, with proper education, many can be prevented or have their effects minimized.

The availability of good health-related information represents a critical component in efforts to improve the health of Milwaukee's residents. As data improves the understanding of causes and contributing factors of disease, furnishing critical information to vulnerable populations can diminish their risk of illness and provide those who do fall ill with improved odds of recovery.

Information also plays a crucial role in planning and preparing a response to public health threats. The city's network of automated information systems and data bases maintains vital laboratory testing data and information on the incidence of communicable disease and other health conditions. These data help to identify potential public health risks, suggest possible courses of remedial action, and provide the opportunity to track outcomes. The information also assists in determining public health priorities and formulating longer-term strategies to improve the health of Milwaukee residents.

Strategy 3: Coordinate efforts to ensure the availability of needed health care services to Milwaukee families.

Ongoing changes in the health care delivery system create challenges for city residents seeking access to health care services and health care professionals trying to provide those services. Changes to the state's welfare system, while promising positive

employment outcomes, cause concern over the availability of basic health services for Milwaukee's neediest residents. Numbers of under- and uninsured individuals could rise as W-2 reforms go into effect.

Several critical health measures cause concern for Milwaukee. Significant disparity exists between mortality rates for white and non-white infants. The number of Milwaukee children newly diagnosed each year as suffering from lead poisoning far exceeds the national average. Substance abuse (including tobacco and alcohol), violence, domestic abuse and neglect continue to threaten our children and our families. Milwaukee must work with direct service providers to emphasize to the city's male population the important role they play in maintaining the health of children and families.

The City of Milwaukee cannot address these problems alone. In order to impact these health problems, public and private agencies must work together to assure the availability of appropriate services. The city will continue to encourage the formation of collaborative efforts to improve the health and well-being of all members—mothers, fathers, and their children—of Milwaukee's families.

Strategy 4: Establish Milwaukee as a leader in environmentally responsible efforts by addressing urban environmental issues that affect residents' health and quality of life.

Milwaukee is proud of its reputation as a clean city. Clean streets, well-maintained boulevards, and a strong recycling program all depict Milwaukee's commitment to environmental stewardship. While Milwaukee residents enjoy excellent environmental health, emerging threats must be addressed.

Environmental contamination due to emitted or spilled toxins can adversely impact the health of Milwaukee citizens if not addressed properly. Milwaukee has worked vigorously to establish both inspection and remediation programs to address these threats, and must continue these efforts in the future to ensure the health and safety of its citizens

and to retain its reputation as an environmental leader.

Airborne, non-point source contaminants such as ozone and carbon monoxide continue to pose health concerns for the city and its residents, particularly during the hot summer months. The city must pursue efforts that will help improve air quality so as to meet existing federal standards. Development of a balanced transportation system that decreases reliance on low passenger-volume high-emission sources such as automobiles in favor of higher density forms of mass transit can significantly help to reduce the adverse health and economic conditions caused by the city's lingering air quality problems. Reducing urban sprawl will mitigate the need for area residents to travel long distances to the homes and places of employment.

Throughout Milwaukee, past manufacturing, processing, and disposal practices have contaminated otherwise usable land. Although pollutants at these former industrial locations may occasionally present a public health risk, the low

levels of contamination present at most sites do not represent an immediate hazard to public health. Such lands could be developed for a wide range of purposes. However, environmental liability-laws often render such properties "unusable," driving away prospective development and leaving the land undeveloped or developed to less than its highest and best use.

Timely remediation of low-level contamination at many city sites offers numerous prospective advantages. Along with minimizing potential threats to public health, redevelopment will also recover land for potential use and restore value to the city's tax base. Moreover, it will locate job opportunities within the city, close to labor markets. Placing jobs near the people who hold them will, in turn, reduce commuting distances, resulting in a decrease in automobile emissions. In addition, "recycling" Milwaukee's former industrial sites will limit the sprawling dispersal of development, reducing pressure to destroy additional agricultural lands and wetlands along the urban fringe.

Strategic Goal

Foster an environment that will recognize the importance of lifelong learning, focus on the educational needs of children and provide Milwaukee's youth with the skills needed to obtain a job, pursue additional training, or go on to college.

BACKGROUND

Milwaukee's children are its future. Ensuring that the city's children receive the education and skills needed to compete in the job marketplace is critical to their survival as adults. Ensuring that Milwaukee's youth can keep the city economically competitive with other cities in the region, across the state and throughout the U.S. is vital to Milwaukee's economic survival.

As the city's economy diversifies with the development of more service- and technology-based industries, the educational attainment of Milwaukee's students becomes a growing concern. A skilled and educated workforce will attract and retain businesses in Milwaukee, allowing the city to grow and prosper.

Therefore, it is essential to create an environment wherein parents feel empowered to make economic and academic decisions that effect their children. Within this educational marketplace, children—and financial resources—will flow toward schools that have demonstrated success at educating Milwaukee's children. Once in school, students must have the ability to learn the knowledge and skills that will enable them to achieve higher levels of education.

While not directly responsible for the city's education system, Milwaukee must take part in encouraging its younger residents to pursue a higher education or attend technical school. The city can work to ensure the availability of higher education for its residents by supporting legislation to increase federal and state funding of loans and grants to students.

Learning does not end with the completion of school. From career professionals seeking to

Strategic Objectives:

- Improve literacy rate
- Improve standardized test scores and reduce dropout rates
- Promote job readiness of Milwaukee residents
- Increase citizen use of computer resources
- Foster an educational marketplace and empower parents to make informed choices for their children

Strategy 1: *Create partnerships with all Milwaukee area schools in order to foster a better educational environment for Milwaukee's children.*

The City of Milwaukee has many opportunities to work with both public and private schools to improve the environment in which children live and learn. Many city departments provide services which could enhance children's readiness for school and their ability to succeed in school. For example, the Health Department's efforts around hearing and vision screenings as well as general health programs, impact the school environment by ensuring that the children in the Milwaukee Public Schools (MPS) are healthy and free of health related obstacles to learning.

By encouraging partnerships, the city can help to ensure that Milwaukee's parents retain the ability to make informed choices regarding their children's education and that the children of Milwaukee receive the services they need outside of the formal school setting. This partnership would not transfer funding or educational responsibility over to the city. It would, however, recognize the important role that the public education system plays in determining the city's future. It would enable the city to work with the school citywide to make certain that children and parents alike receive the proper resources and support needed to create an effective educational environment.

Strategy 2: *Emphasize the importance of accountability in the school system and encourage increased parental involvement.*

Over the course of many years, public school systems have evolved into monolithic structures, where accountability for outcomes became lost within layers of bureaucracy. With that loss of accountability came diminished success: fewer children graduated, more students dropped out, test scores declined. However, a series of new educational initiatives, including charter schools and school choice programs, hold promise for bringing about a fundamental change in the way schools educate our children.

The charter schools and school choice initiatives allow parents to become more involved with the education of their children. Charter schools are created in a community through the cooperative support of administrators, teachers and parents. The school choice program enables parents to choose a school that would best meet the needs of their child.

Both of these initiatives make schools more responsive to the needs of children and parents by allowing market competition to enter into the educational system. With parents exercising greater control over which school their children will attend, accountability will return to the educational system. Schools will begin to "compete" for students. Ultimately, this competition will lead to better educational

outcomes in all schools—for the best schools will attract the most students. Children, however, will benefit the most. Better educational opportunities for lower income children in Milwaukee will increase the prospects of success for all city youths and, as a consequence, improve the city's prospects for success as well.

Moreover, charter schools and school choice will allow many children to attend schools within their own communities. The return of neighborhood schools will provide a locus for activity within a community. Studies indicate that an important aspect of a child's success in school is parental involvement in the education of that child. Allowing children to attend schools close to their homes will promote greater parental involvement in the education process and reinforce family ties to the community. The City must continue to work with public and private schools to encourage parental involvement and emphasize its impact of the academic success of children.

Strategy 3: *Create a series of "Safe School Initiatives" to foster a safe and positive environment in which students can learn. These initiatives should ensure that Milwaukee's schools are free from violence, gangs and drugs.*

Ensuring a safe school environment, is the first step in the learning process. The children of Milwaukee must have a safe physical environment in which to learn. Students cannot concentrate on their studies and will be unable to learn if they do not feel safe in their schools. Providing a safe and positive educational setting, free from the distractions of violence, gangs and drugs, is critical to the educational success of Milwaukee's children.

The Milwaukee Police Department, by working with MPS and neighborhood organizations, has successfully improved the safety of our schools. Programs focused on truancy, juvenile crime, gangs and drug abuse have started to address these issues on and around school property. The City is dedicated to continuing and strengthening these programs.

Strategy 4: Make significant school reform initiatives a top priority in city lobbying efforts.

While the City of Milwaukee has no direct authority to create or change policies within the Milwaukee Public School District, the city can affect the laws that govern the school districts by its political influence and lobbying efforts. The Milwaukee Public School District, with over 128,000 students, is the largest school district in the state. Therefore, the laws which govern school districts arguably have the greatest potential impact here.

Some of the issues on which the city should concentrate its efforts are methods of financing and educational reform. For example, among school districts in the metropolitan area, property values per student in the Milwaukee Public School District equal just over half the metro-area district average. However, MPS educational expenditures per student per school year were slightly above the metropolitan area average.

Milwaukee's school children do not seem to benefit from higher than average education spending levels. In most evaluations, Milwaukee students perform at lower levels than their suburban counterparts. For example, the rate of eligible MPS students taking the ACT examination is 10% to 40% lower than other metro-area school districts. MPS students, on average, score well below the students of other local and statewide school districts.

Educational reform efforts initiated both within and outside Milwaukee (smaller schools, school choice initiatives, and higher curriculum standards), have proven successful in improving student performance. The city should use its legislative influence to encourage further positive finance and educational reforms.

Strategy 5: Promote opportunities for lifelong learning provided by Milwaukee's public libraries, museums, universities, colleges and other resources.

The City of Milwaukee is home to many prestigious colleges and universities which offer excellent higher education to its students. Institutions of formal education, however, are not the only educational centers in Milwaukee. The City hosts several public libraries and museums that are open to citizens and offer numerous educational opportunities.

Creating an environment that encourages citizens to continue their education, whether in a formal or informal setting, will improve educational attainment and the overall quality of life of Milwaukee residents. In encouraging lifelong learning, the City should promote these educational centers and make citizens aware of the valuable opportunities available to them.

RRS



Relative Residential Status – 2000

Milwaukee's residential neighborhoods are healthy and strong. According to an analysis performed by the Department of City Development in 2000, over 60 percent of Milwaukee's single family, condominium and duplex housing units are in strong neighborhoods. The analysis further shows that less than ten percent of the single family, condominium and duplex housing units are in relatively weak neighborhoods.

A planning tool was developed to identify and describe residential opportunities and problems within the City of Milwaukee. The tool, Relative Residential Status (RRS), groups the city's census tracts according to their residential characteristics. The groups help provide a framework that can be used to propose and implement the City's housing policies and goals in the City's neighborhoods.

The goal of this 2000 RRS is to group Milwaukee census tracts into areas with similar single family, condominium and duplex characteristics based on a number of factors. The groupings are based on each tract's relationship to the city average. Five groups resulted, two stronger than the city average, one in the middle, near, but usually below the city average, and two weaker than the city average. Map 1 shows the groups.

Background

Because of the variety of residential neighborhoods in the City, the relative health of neighborhoods varies. Most are healthy; a few, however, show signs of disinvestment. A tool, RRS, was developed in the middle 1970s to compare the characteristics of Milwaukee's different residential neighborhoods. While the technical method used changed over time, the goal of the analysis remains the same – to group the City's residential census tracts into areas with similar strengths and weaknesses.

RRS is based on the characteristics of single family, condominium and duplex parcels in the City's census tracts. Multifamily parcels are not included in the analysis. Additionally, census tracts with fewer than 50 single family, condominium and duplex parcels are not included in the analysis.

The 2000 RRS is based on twelve characteristics for census tracts that relate to the strength of housing in the tract. Each is derived from data available from City of Milwaukee agencies. The Department of City Development (DCD) summarized the data to the census tract level from the agency's on-line files or from a custom file provided by the agency at DCD's request.



Table 1
Variables Included in the 2000 RRS

Variable	Definition	Collected by	Date	Source
Average assessed value	Total assessed value of single family, condominium and duplex parcels divided by number of single family, condominium and duplex parcels.	Milwaukee Assessor	April, 2000	MPROP
Percent owner occupied	Owner occupied single family, condominium, and duplex parcels divided by number of single family, condominium and duplex parcels	Milwaukee Assessor	April, 2000	MPROP
Percent sold	Number of single family, condominium, and duplex parcels sold divided by number of single family, condominium and duplex parcels	Milwaukee Assessor	Sales recorded in 1998 and 1999	Assessor's Sales File (Proprietary data)
Percent sold to owner occupant	Number of single family, condominium, and duplex parcels sold occupied by owner divided by number of single family, condominium and duplex parcels sold	Milwaukee Assessor	Sales recorded in 1998 and 1999, ownership as of April 2000	Assessor's Sales File (Proprietary data), MPROP
Percent transferred due to foreclosure	Number of single family, condominium, and duplex parcels transferred due to foreclosure for nonpayment of property taxes or mortgage divided by number of single family, condominium, and duplex parcels sold.	Milwaukee Assessor	Sales recorded in 1998 and 1999, type of property transfer shown in April, 2000 version of MPROP	Assessor's Sales File (Proprietary data), MPROP
Percent with at least one building inspection.	Number of single family, condominium and duplex parcels with at least one recorded building inspection divided by number of single family, condominium and duplex parcels.	Building Inspector	Inspections recorded between Oct, 1998 and Apr, 2000	Neighborhood Services NIS file, MPROP
Average number of violations cited	Total number of violations cited divided by number of parcels with at least one recorded building inspection	Building Inspector	Inspections recorded between Oct, 1998 and Apr, 2000	Building Inspection NIS file, MPROP
Property crimes reported per parcel	Total number of property crimes reported to police divided by number of single family, condominium and duplex parcels	Police Department	1999 total	Fire and Police Commission, MPROP
Vandalism crimes reported per parcel	Total number of Vandalism crimes reported to police divided by number of single family, condominium and duplex parcels	Police Department	1999 total	Fire and Police Commission, MPROP
Percent of housing units built before 1940	Housing units built before 1940 divided by ALL housing units	Milwaukee Assessor	April, 2000	MPROP
Percent of parcels with delinquent property taxes for 1999 or previous years	Parcels with delinquent property taxes for 1999 or previous years divided by ALL parcels	City Treasurer	April, 2000	City Treasurer Collection Master, MPROP
Percent of land area owned by City due to foreclosure for nonpayment of property taxes	Total land area owned by City due to foreclosure for nonpayment of property taxes divided by total City land area.	Milwaukee Assessor	April, 2000	MPROP

Variables Included

The variables included in the residential area analysis must satisfy several criteria. Each must be available for census tracts or smaller areas that can be aggregated to census tracts, must be collected in the same manner throughout the city, and must be available on an annual or biannual basis. The twelve variables included in the 2000 RRS are summarized in the table above. These variables were chosen because they describe neighborhood characteristics that influence the housing sector. The first seven summarize characteristics of single family, condominium and duplex parcels only. The next two relate to reported crimes in the area. Unfortunately, it is not possible to obtain crime statistics for crimes reported for residential parcels only. The next variable includes all housing units in the census tract. The final two variables are based on all parcels in the census tract. Delinquency and foreclosure can be a sign of disinvestment. Signs of disinvestment can signal future problems in otherwise healthy residential areas.



The City is currently reassessed on a biannual basis, it would be best to replicate RRS only for reassessment years. While the method can be replicated, RRS results are not comparable for different years. Each RRS relates every census tract's characteristic to the city average. The method does not consider changes in the City average that occur between the times RRS is run. Although five groups can always be derived from the analysis, the number of census tracts in each group can be different for each time period.

Method

A statistical technique, factor analysis, was used for the 2000 RRS. Briefly, factor analysis groups the standardized form of the variables into factors. Each tract receives a factor score for each of the factors based on the tract's relationship to the overall average. The scores are combined using weights calculated by the analysis. Two significant factors emerged from the 2000 analysis. The first relates to the investment potential (*is there a better name?*) of the tract, the second relates to the presence of crime in the tract. Map 1 shows the weighted combination of the two factors. MapInfo, the mapping software, chose class limits such that the class limits minimize the difference between the data values and the average of the data values in that class. This method assures the groups of tracts are as internally consistent as possible. An analysis performed using the same tracts and variables, but with observations taken at a different time would likely result in a different number of tracts in each class. Table 2 reports the value of each of the variables used for the 2000 RRS areas.









Table 2
RRS Variables -- Area Average
2000 RRS Areas

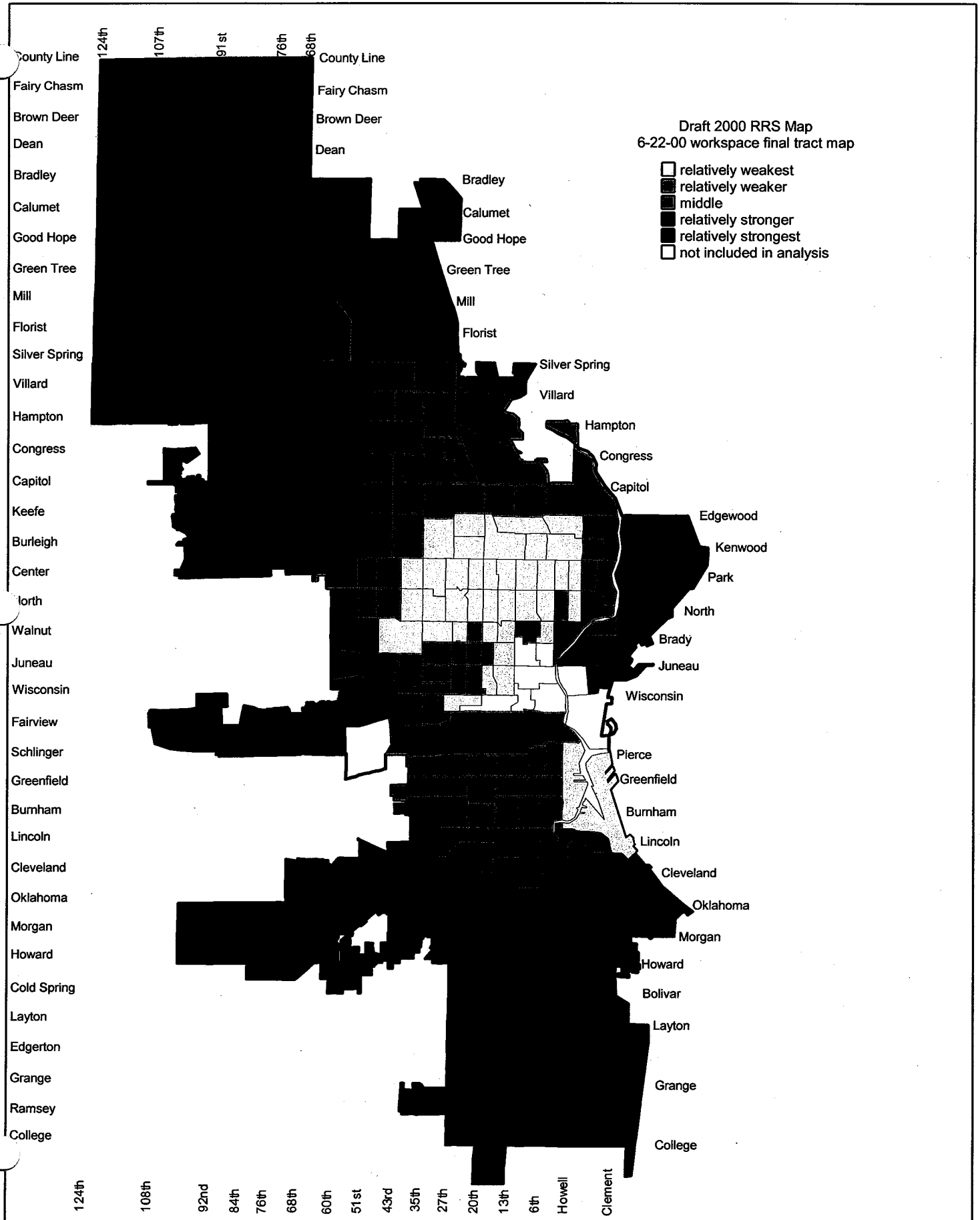
Variable	City Average	Strongest	Stronger	Middle	Weaker	Weakest
Average assessed value	\$77,144	\$104,494	\$79,400	\$57,603	\$44,386	\$27,084
Percent owner occupied	79.0%	90.9%	81.1%	74.4%	62.6%	51.4%
Percent transferred 1998-9	21.0%	19.3%	21.7%	19.6%	23.3%	26.1%
Percent transferred 1998-9 occupied by owner April, 2000	91.4%	95.1%	90.6%	88.3%	77.6%	67.1%
Percent transferred due to foreclosure	3.2%	0.5%	1.1%	2.5%	4.6%	15.4%
Percent with at least one building inspection 1998-9	8.7%	2.3%	5.5%	12.9%	19.0%	23.4%
Average number of violations cited 1998-9	11.5	4.7	6.9	8.7	13.8	16.9
Property crimes reported per parcel	0.2929	0.16331	0.2434	0.3254	0.5433	0.5996
Vandalism crimes reported per parcel	0.0681	0.0386	0.0584	0.0845	0.1284	0.1125
Percent of housing units built before 1940	55.5%	18.0%	52.6%	74.9%	95.4%	98.2%
Percent of all parcels with delinquent property taxes for 1999 or previous years	4.2%	1.1%	2.3%	4.6%	7.4%	13.8%
Percent of land area owned by City due to foreclosure for nonpayment of property taxes	0.7%	0.1%	0.4%	0.3%	0.7%	5.5%
Number of census tracts	210	38	40	34	41	57
Percent single family, condominium and duplex parcels	100.0%	40.7%	22.1%	15.4%	12.5%	9.3%

Source: Assessor, Treasurer, DNS, Fire and Police Commission,
DCD



Draft 2000 RRS Map
6-22-00 workspace final tract map

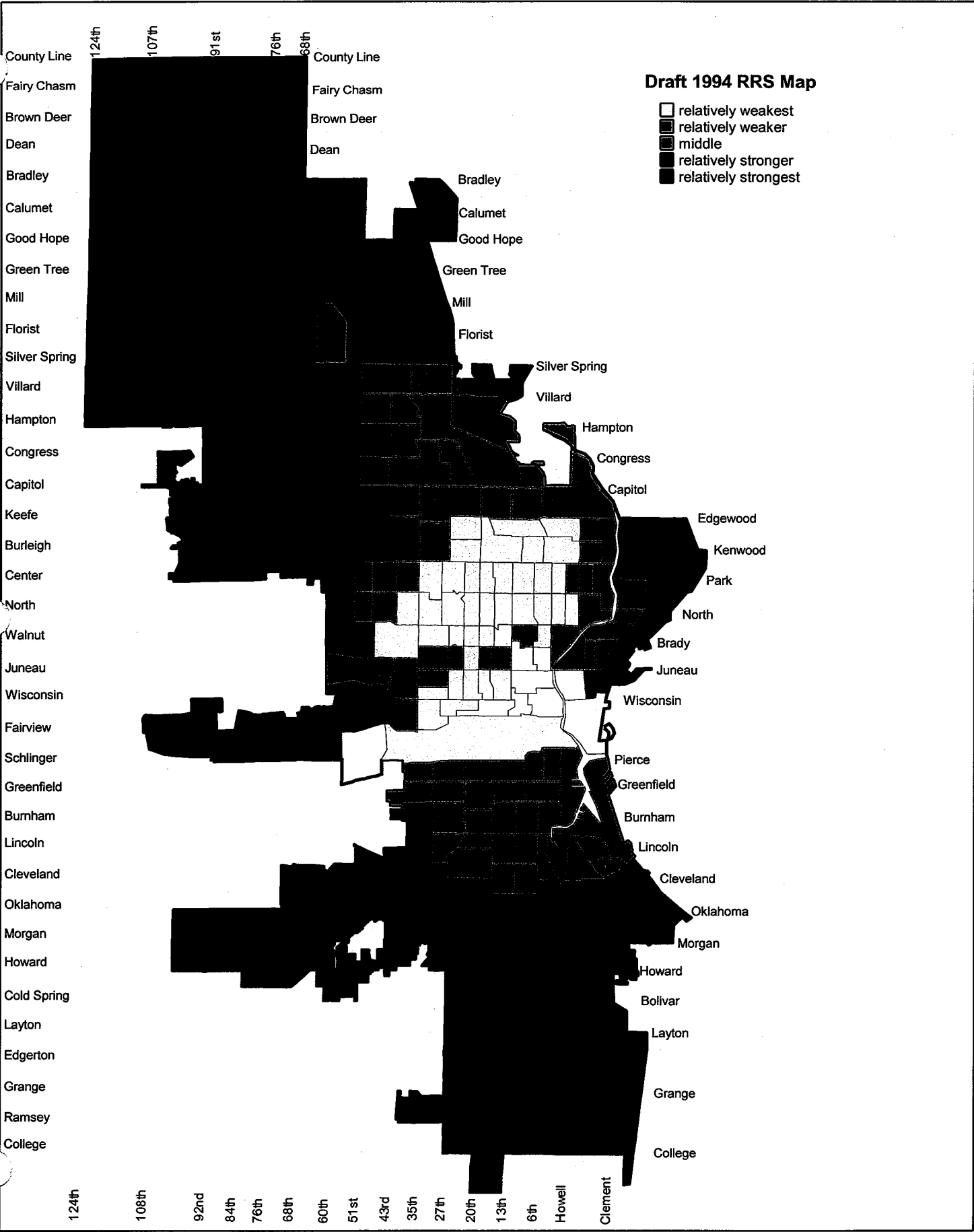
-  relatively weakest
-  relatively weaker
-  middle
-  relatively stronger
-  relatively strongest
-  not included in analysis





Draft 1994 RRS Map

- relatively weakest
- ▤ relatively weaker
- ▥ middle
- ▦ relatively stronger
- ▧ relatively strongest



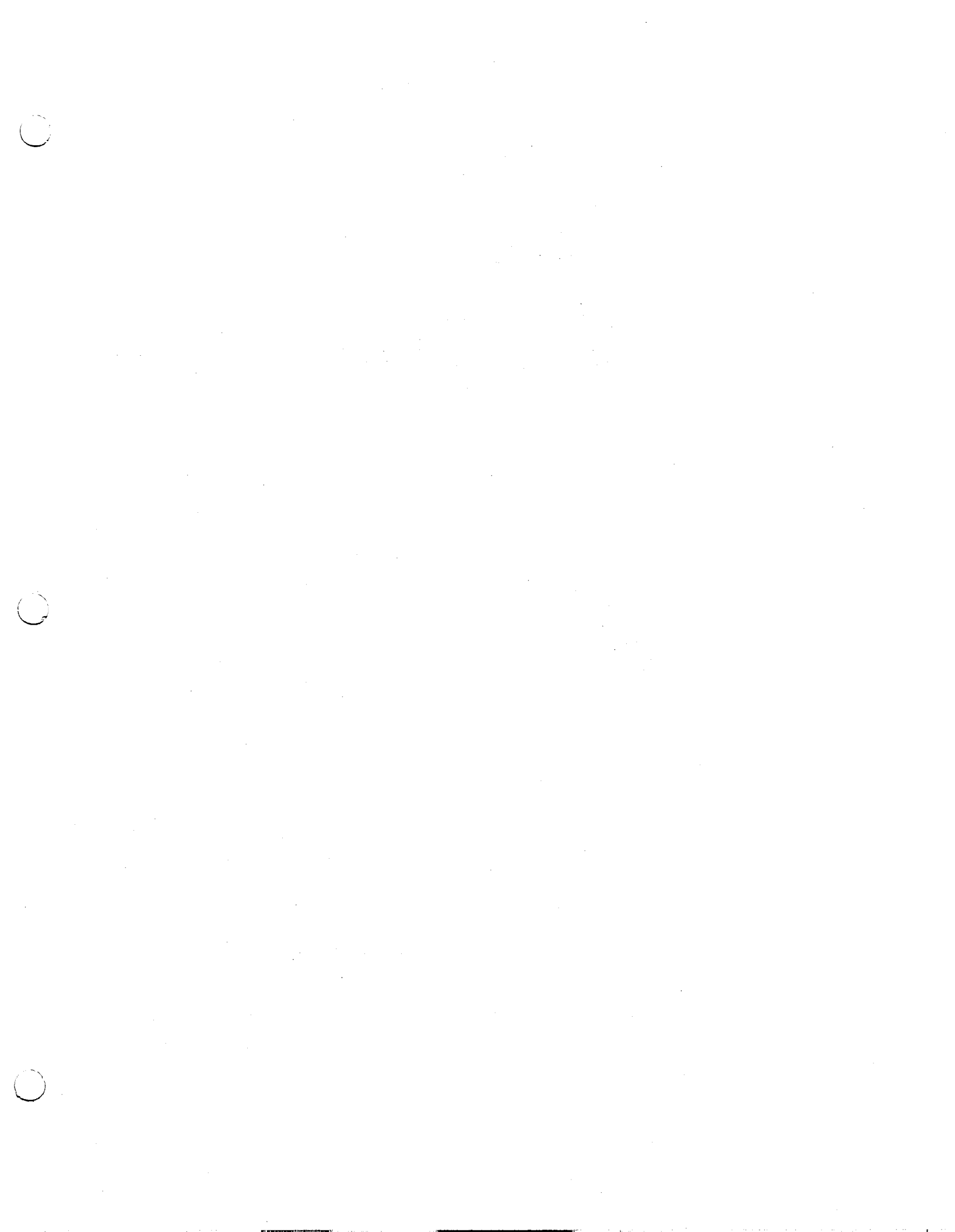
County Line
 Fairy Chasm
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 Bradley
 Calumet
 Good Hope
 Green Tree
 Mill
 Florist
 Silver Spring
 Villard
 Hampton
 Congress
 Capitol
 Keefe
 Burleigh
 Center
 North
 Walnut
 Juneau
 Wisconsin
 Fairview
 Schlinger
 Greenfield
 Burnham
 Lincoln
 Cleveland
 Oklahoma
 Morgan
 Howard
 Cold Spring
 Layton
 Edgerton
 Grange
 Ramsey
 College

County Line
 Fairy Chasm
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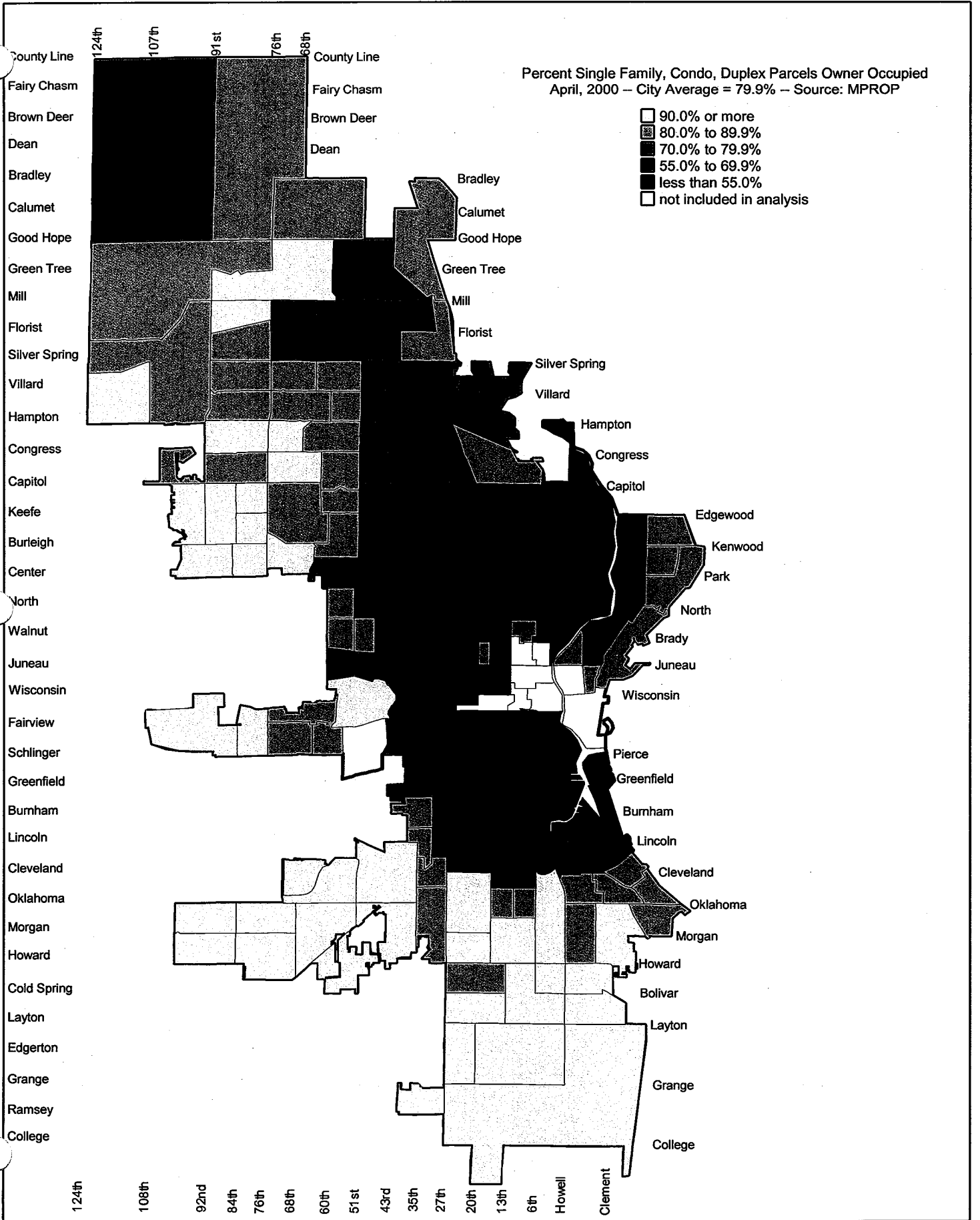
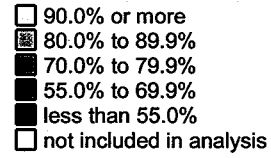
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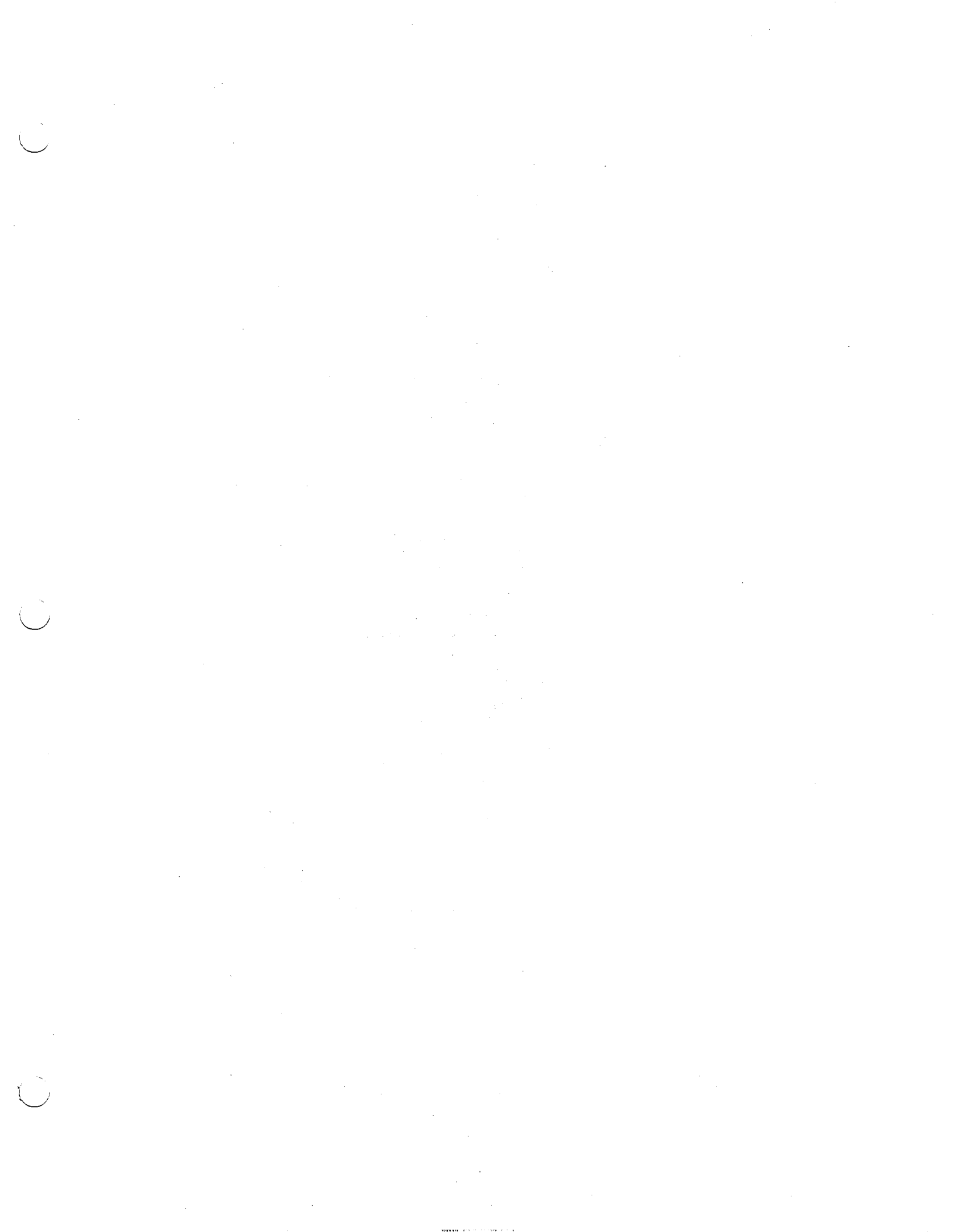
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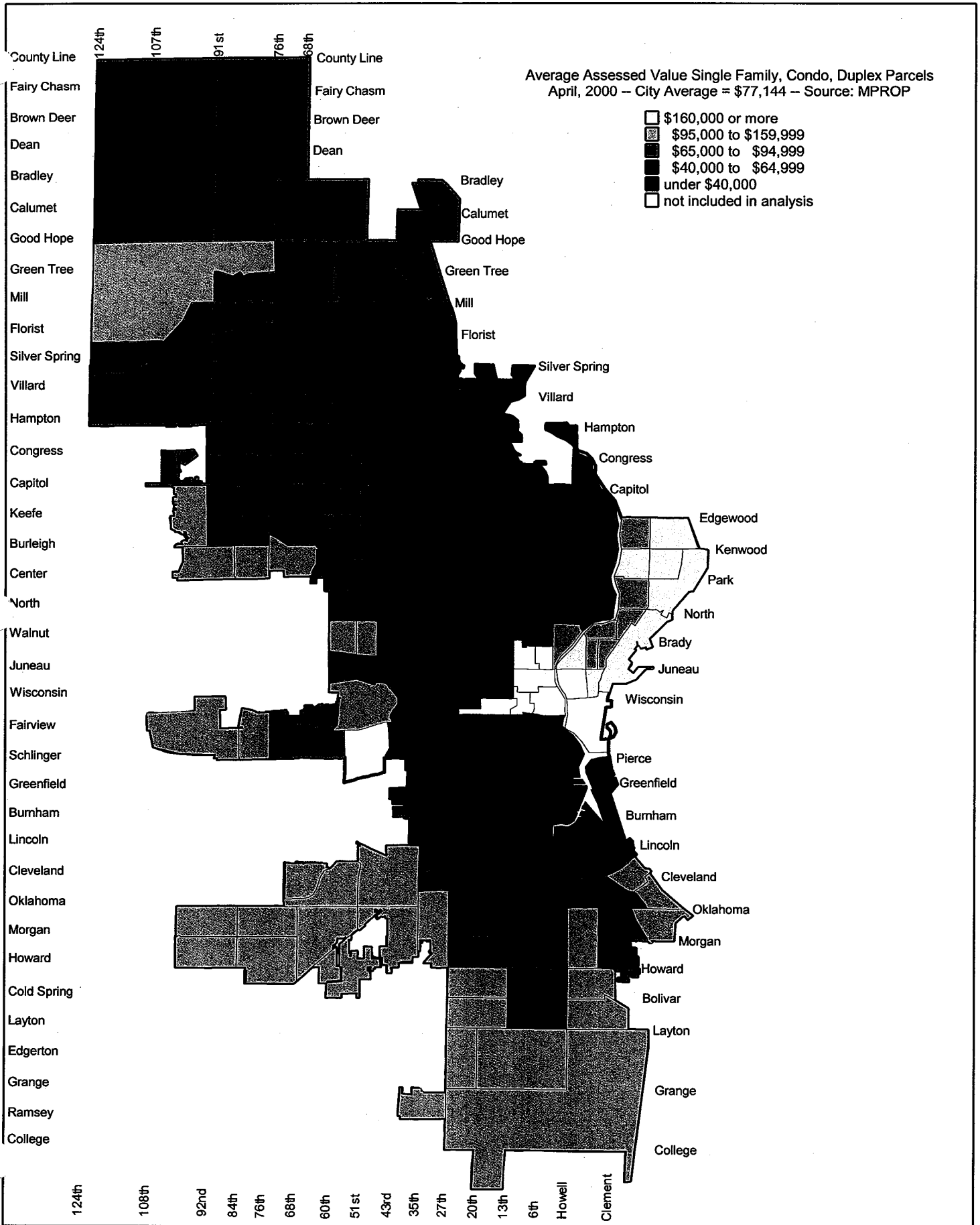
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 51st
 43rd
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 13th
 6th
 Howell
 Clement

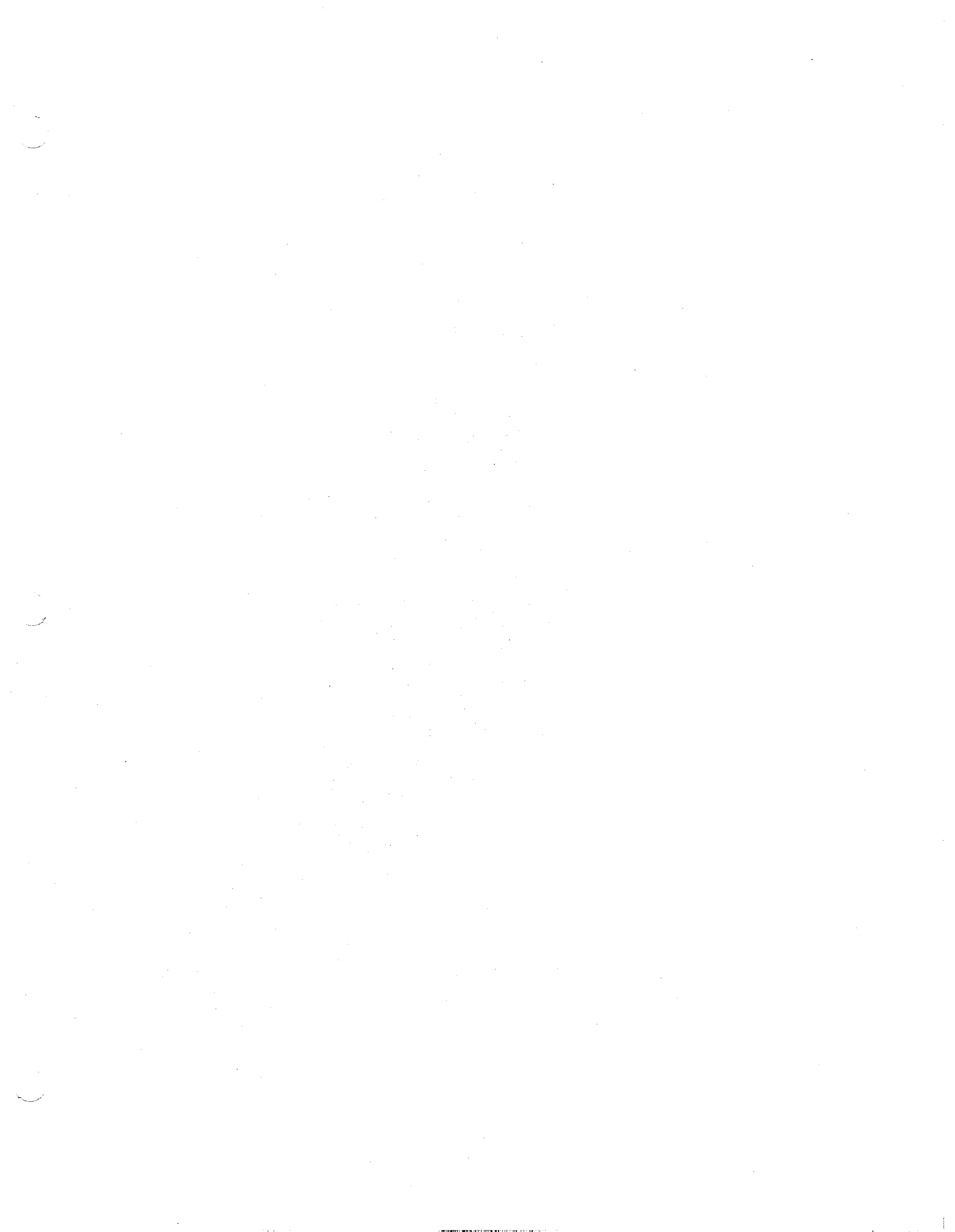


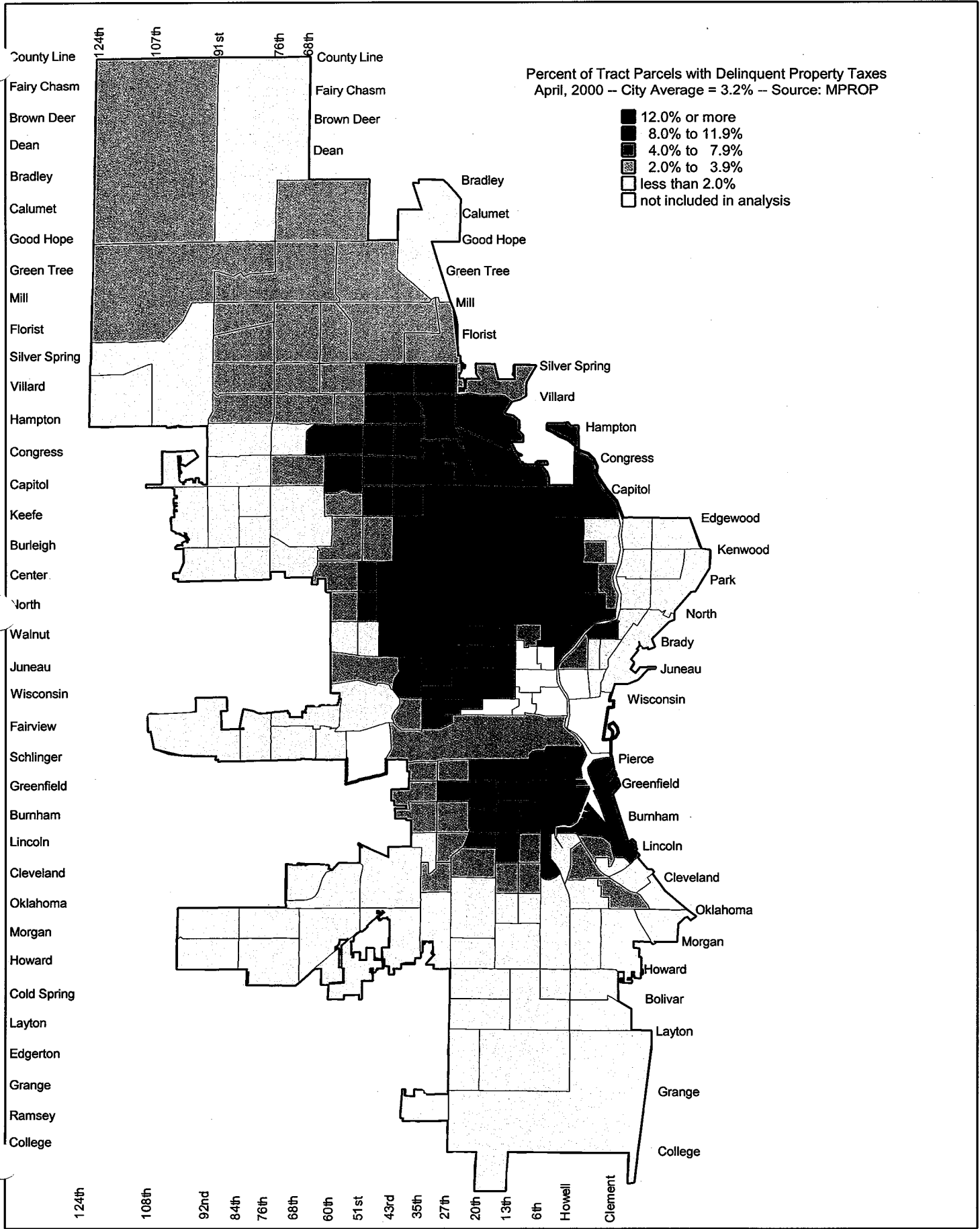
Percent Single Family, Condo, Duplex Parcels Owner Occupied
 April, 2000 – City Average = 79.9% – Source: MPROP

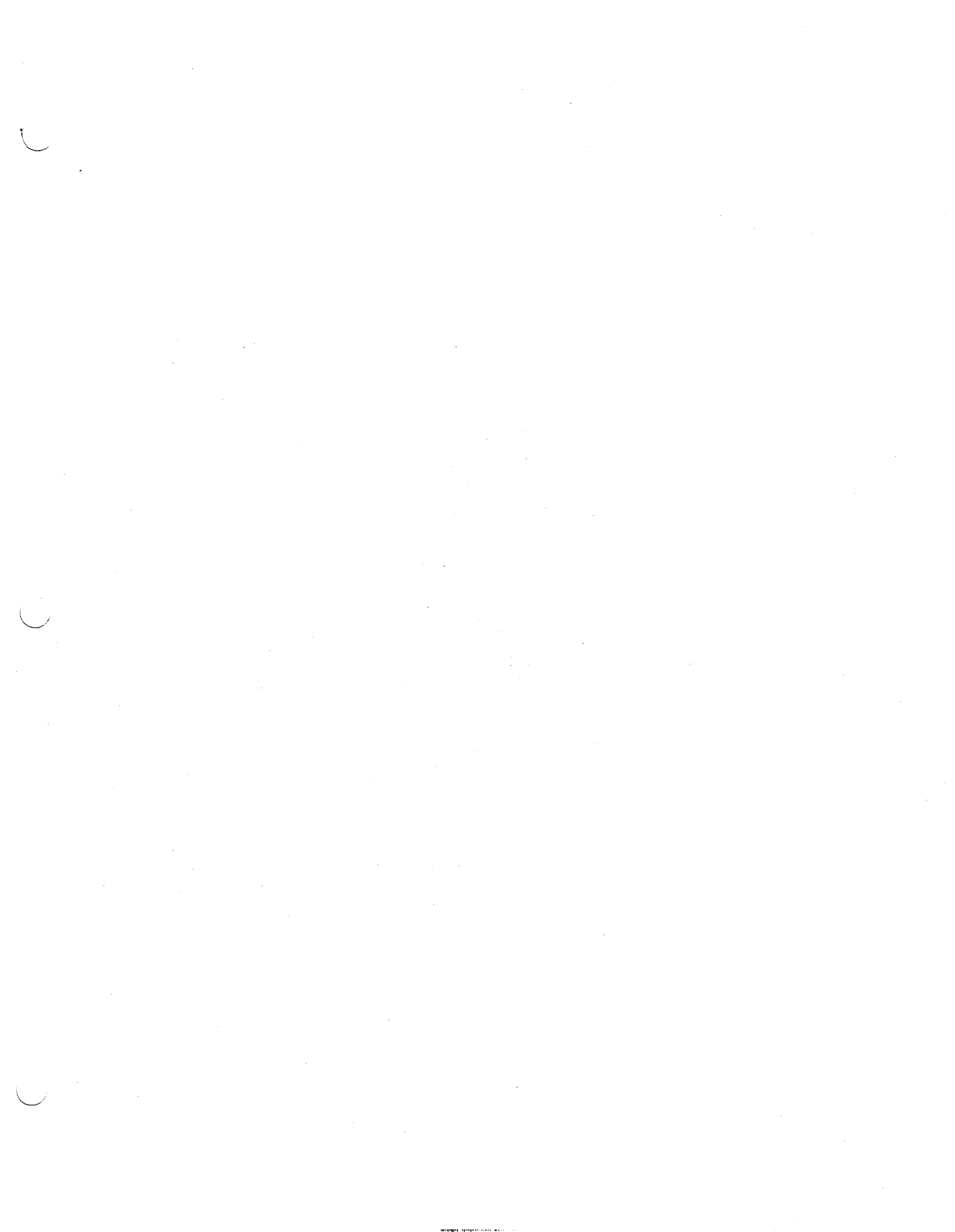


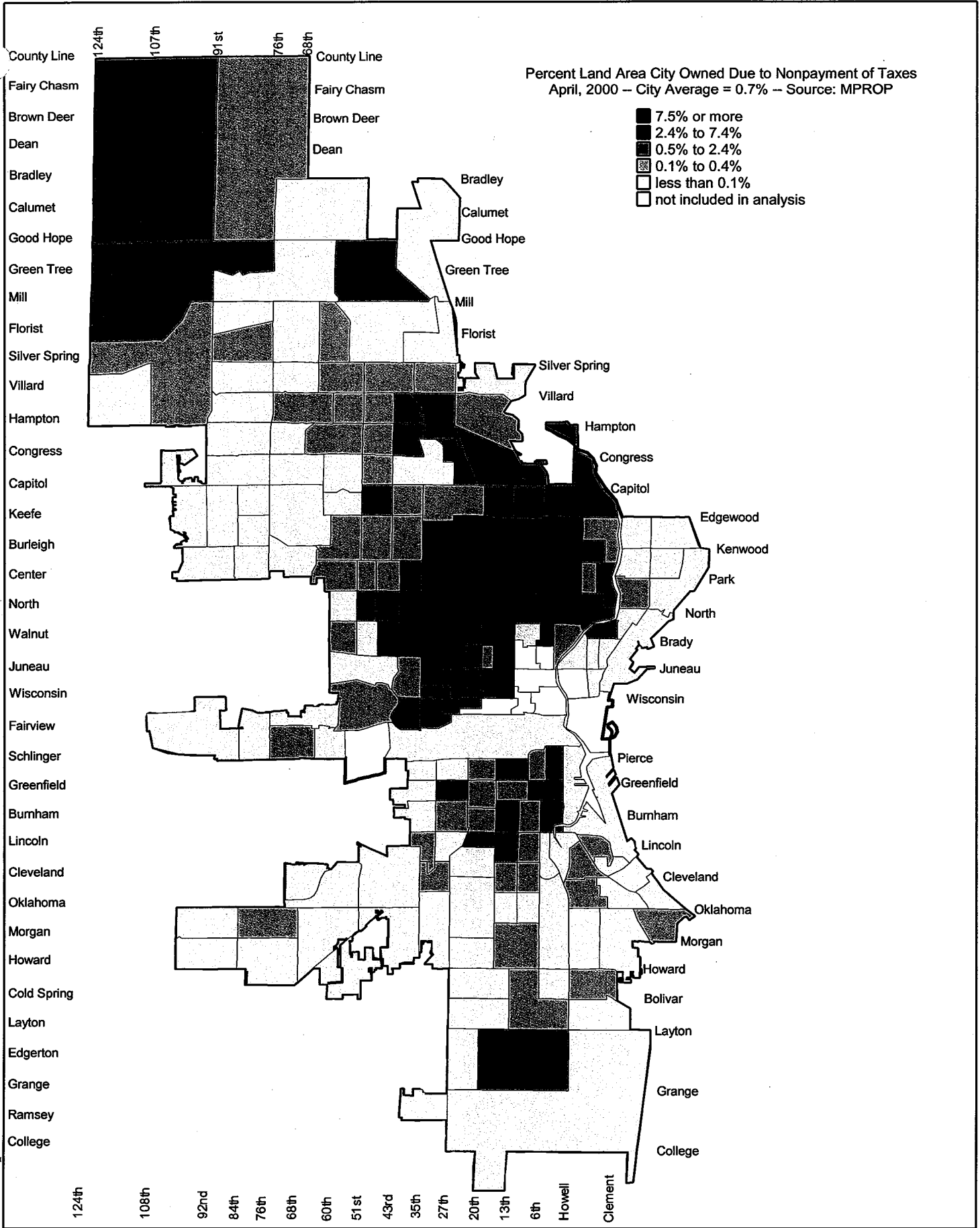


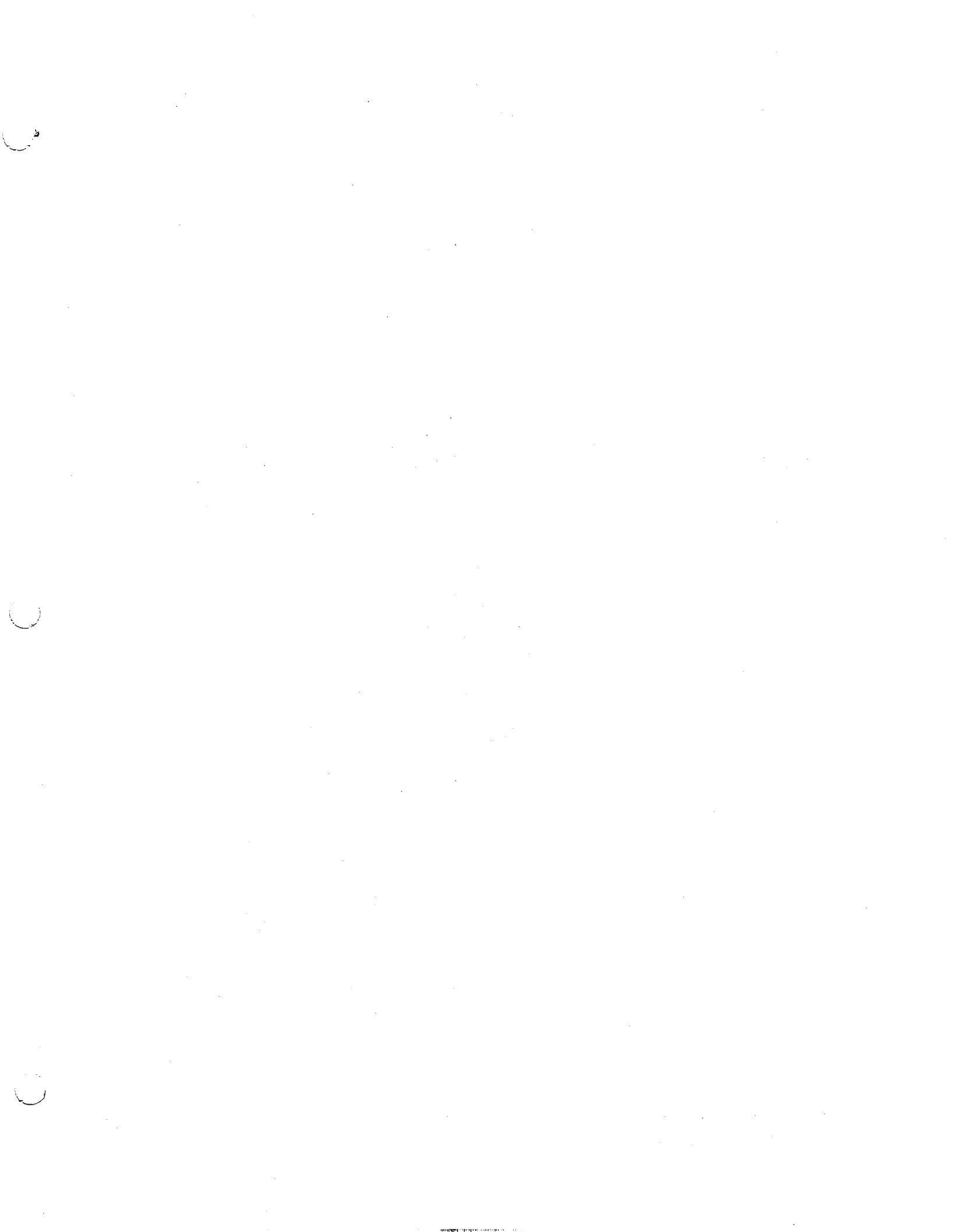








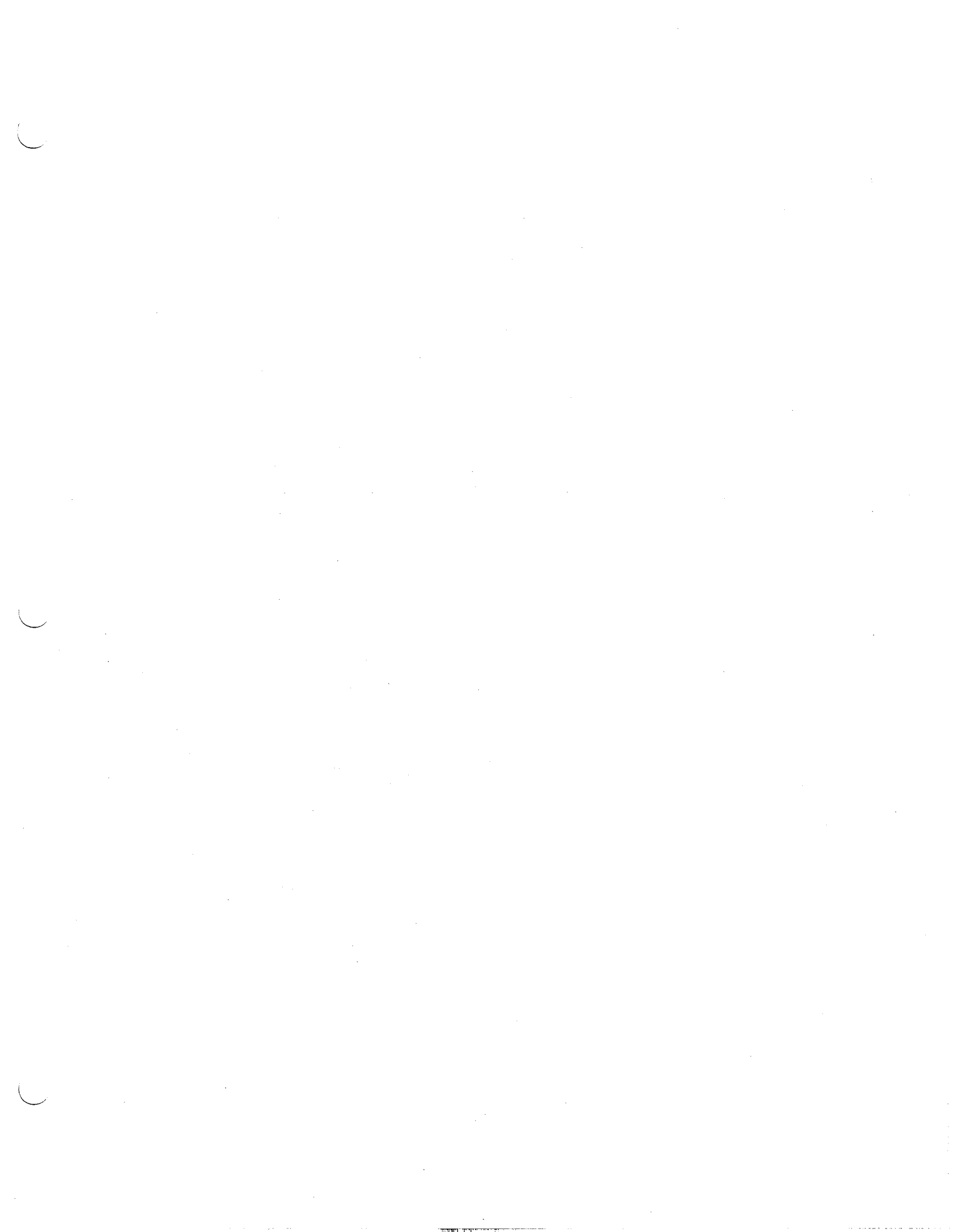




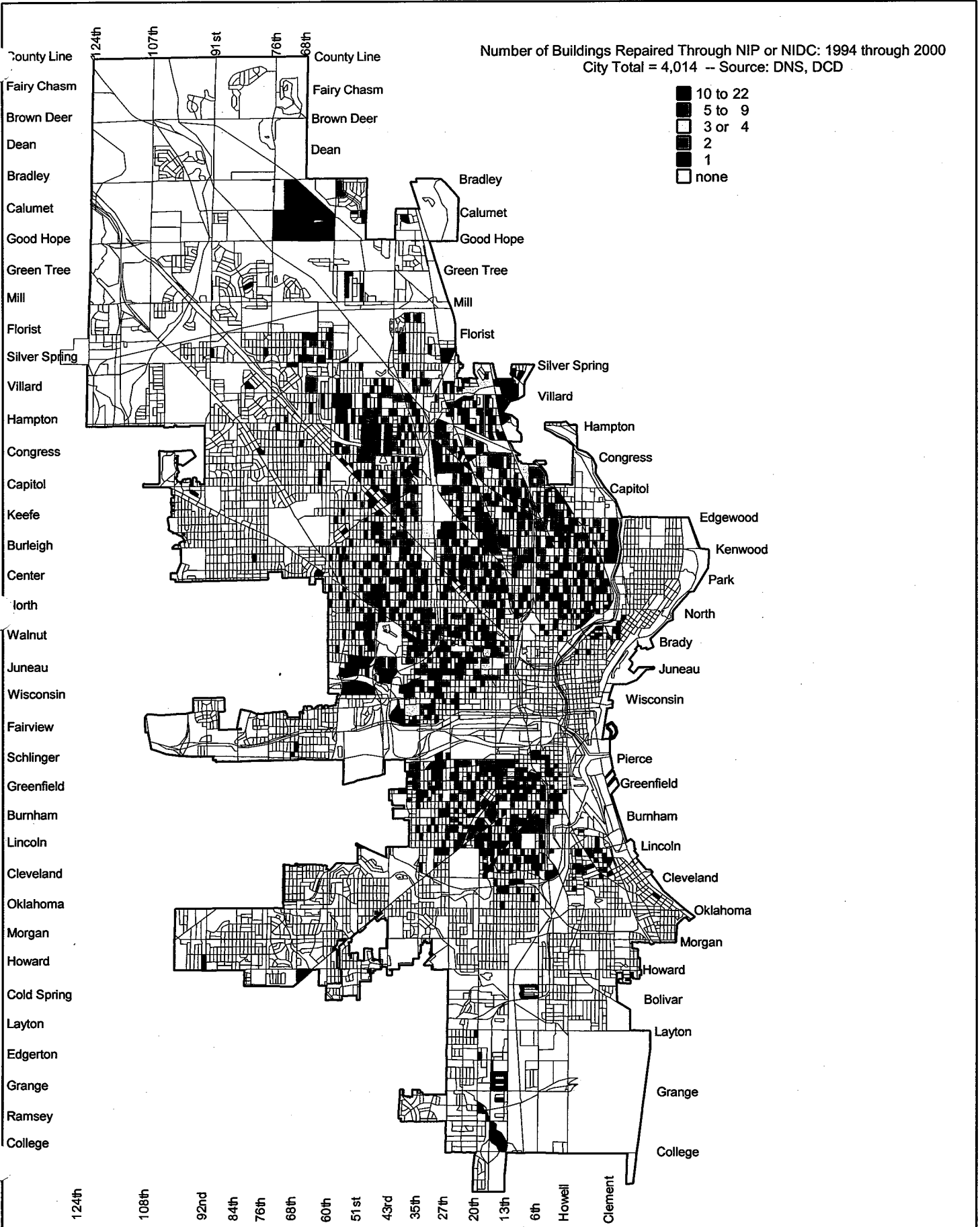
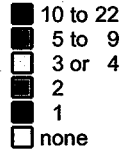
Characteristics of Single Family and Duplex Parcels
 City of Milwaukee
 1984 - 2001

Year	Single Family Parcels				Duplex Parcels				Single and Duplex Percent Owner Occupied	Average Assessed Value
	Number	Percent Owner Occupied	Average Assessed Value	Arm's Length Sales	Average Sales Price	Number	Percent Owner Occupied	Average Assessed Value		
1984	96,089	88.6%	\$48,452	2,126	\$52,155	36,661	60.7%	\$45,250	788	\$56,476
1985	95,039		\$47,910	2,371	\$52,177	38,327		\$45,808	802	\$57,493
1986	94,840	88.8%	\$47,916	3,140	\$53,073	38,189	59.9%	\$45,845	1,067	\$57,072
1987				3,313	\$53,366				946	\$56,448
1988	93,855	88.8%	\$47,599	3,221	\$55,064	37,868	57.7%	\$45,936	1,017	\$57,685
1989	94,150	88.7%	\$47,712	3,404	\$55,622	37,514	56.8%	\$45,752	1,124	\$56,134
1990	94,147	88.6%	\$50,784	3,491	\$57,375	37,437	56.5%	\$47,518	1,158	\$58,625
1991	94,166	88.6%	\$50,917	3,354	\$60,601	37,169	56.7%	\$47,621	1,024	\$62,616
1992	94,120	88.4%	\$55,084	4,034	\$63,730	37,425	56.1%	\$50,053	1,278	\$65,262
1993	94,106	88.4%	\$55,196	4,332	\$66,609	36,909	55.7%	\$50,154	1,350	\$68,501
1994	94,039	88.5%	\$59,894	4,234	\$68,792	36,694	55.8%	\$53,341	1,365	\$69,204
1995	94,002	88.4%	\$60,048	4,060	\$70,385	36,466	55.7%	\$53,652	1,326	\$70,373
1996	93,915	88.0%	\$65,396	4,164	\$73,968	36,289	55.2%	\$57,523	1,438	\$72,794
1997	93,897	87.9%	\$67,087	3,696	\$76,589	36,118	55.2%	\$57,854	1,221	\$76,456
1998	94,083	87.7%	\$70,387	3,761	\$81,751	35,997	55.1%	\$63,019	1,167	\$86,151
1999	94,807	87.5%	\$70,694	3,582	\$87,119	36,164	55.1%	\$63,311	989	\$90,602
2000	94,821	87.6%	\$79,236			36,035	55.3%	\$72,283		
2001	94,968	87.9%				35,942	56.0%			

note: 1984, 1988, 1990, 1992, 1994, 1996, 1998, 2000 are city wide reassessment years



Number of Buildings Repaired Through NIP or NIDC: 1994 through 2000
 City Total = 4,014 -- Source: DNS, DCD



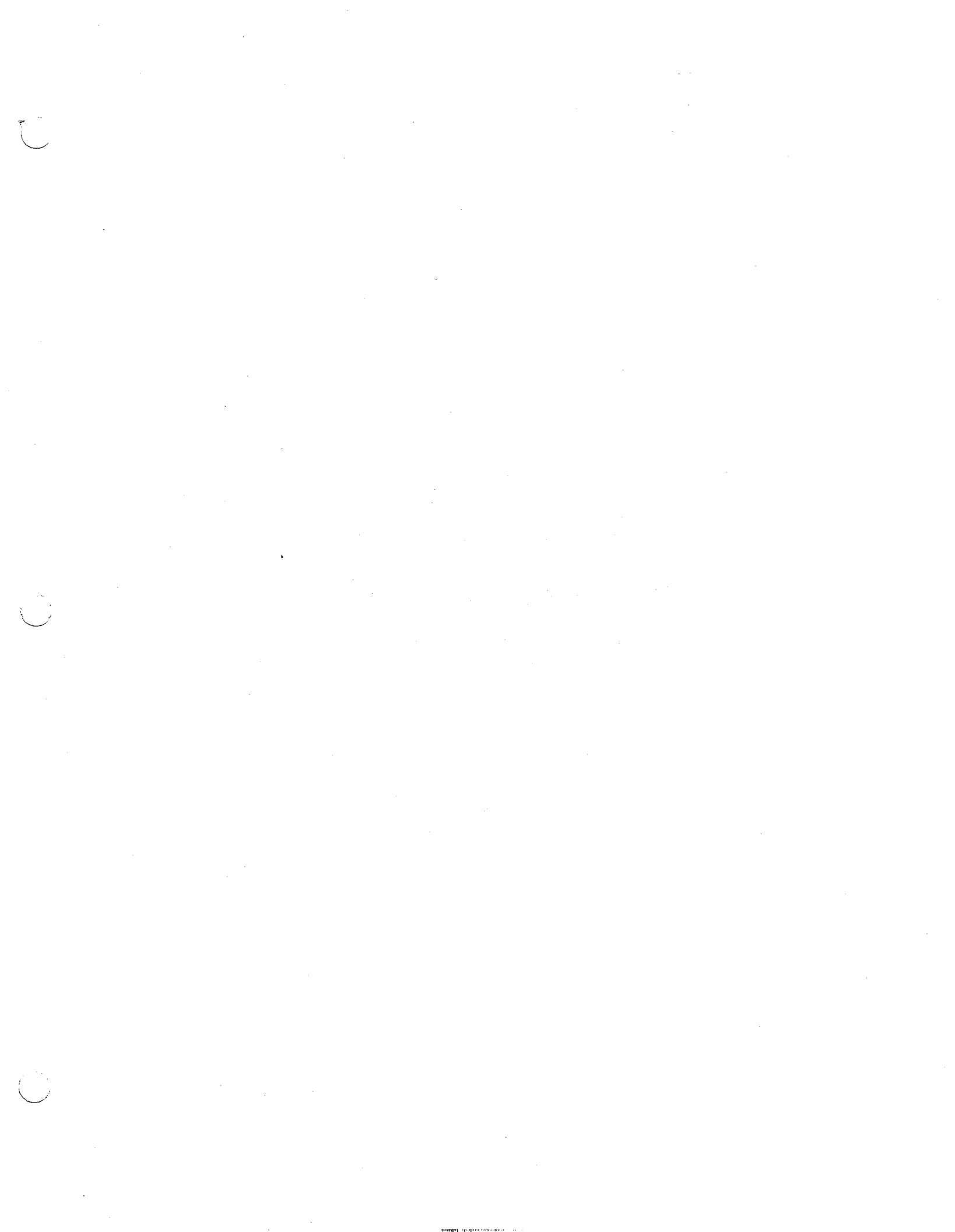
County Line
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 College

10 to 22
 5 to 9
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Bradley
 Calumet
 Good Hope
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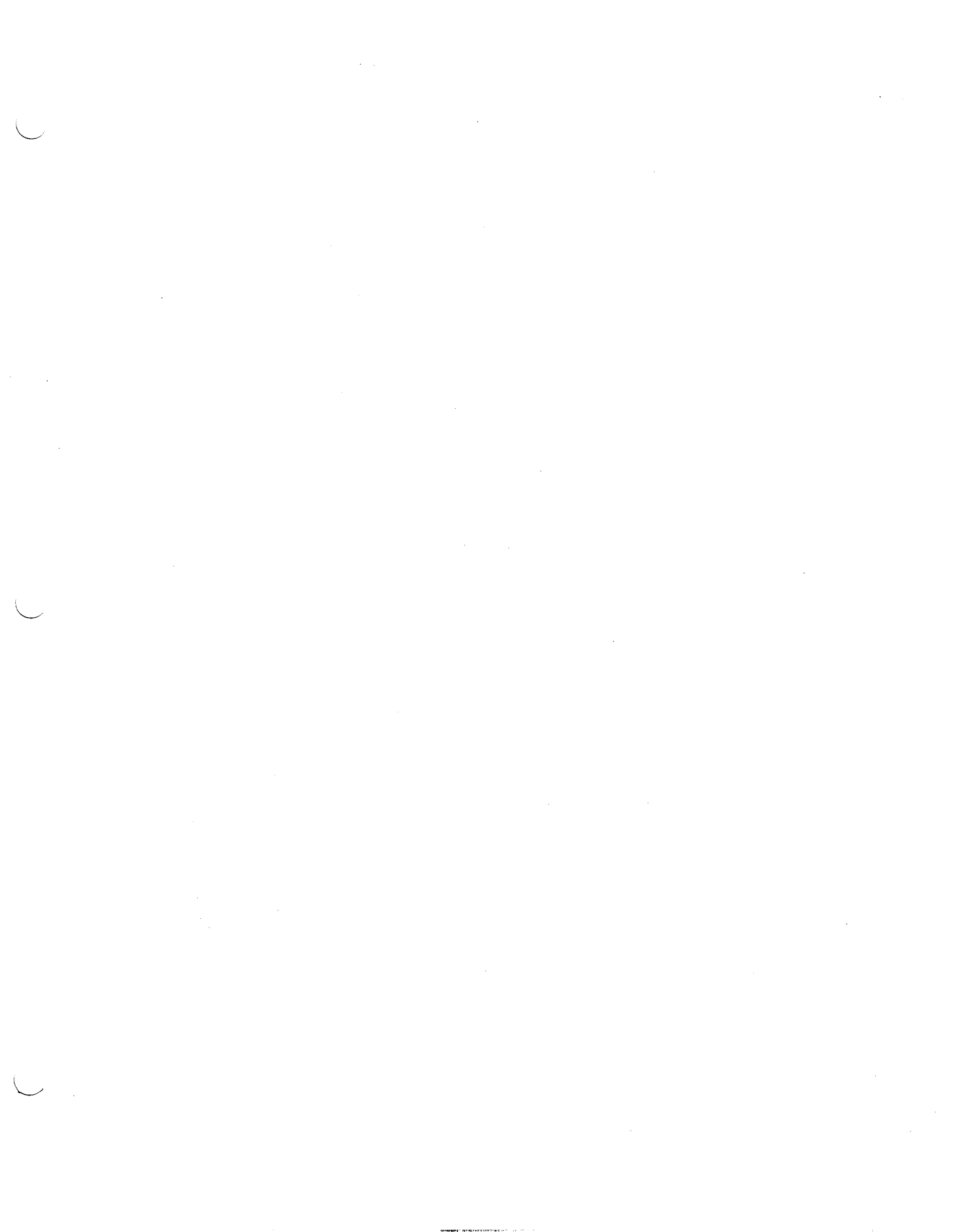
124th
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 60th
 51st
 43rd
 35th
 27th
 20th
 13th
 6th
 Howell
 Clement



**Housing Units Completed and Demolished
by Year by Number of Units in Building
City of Milwaukee**

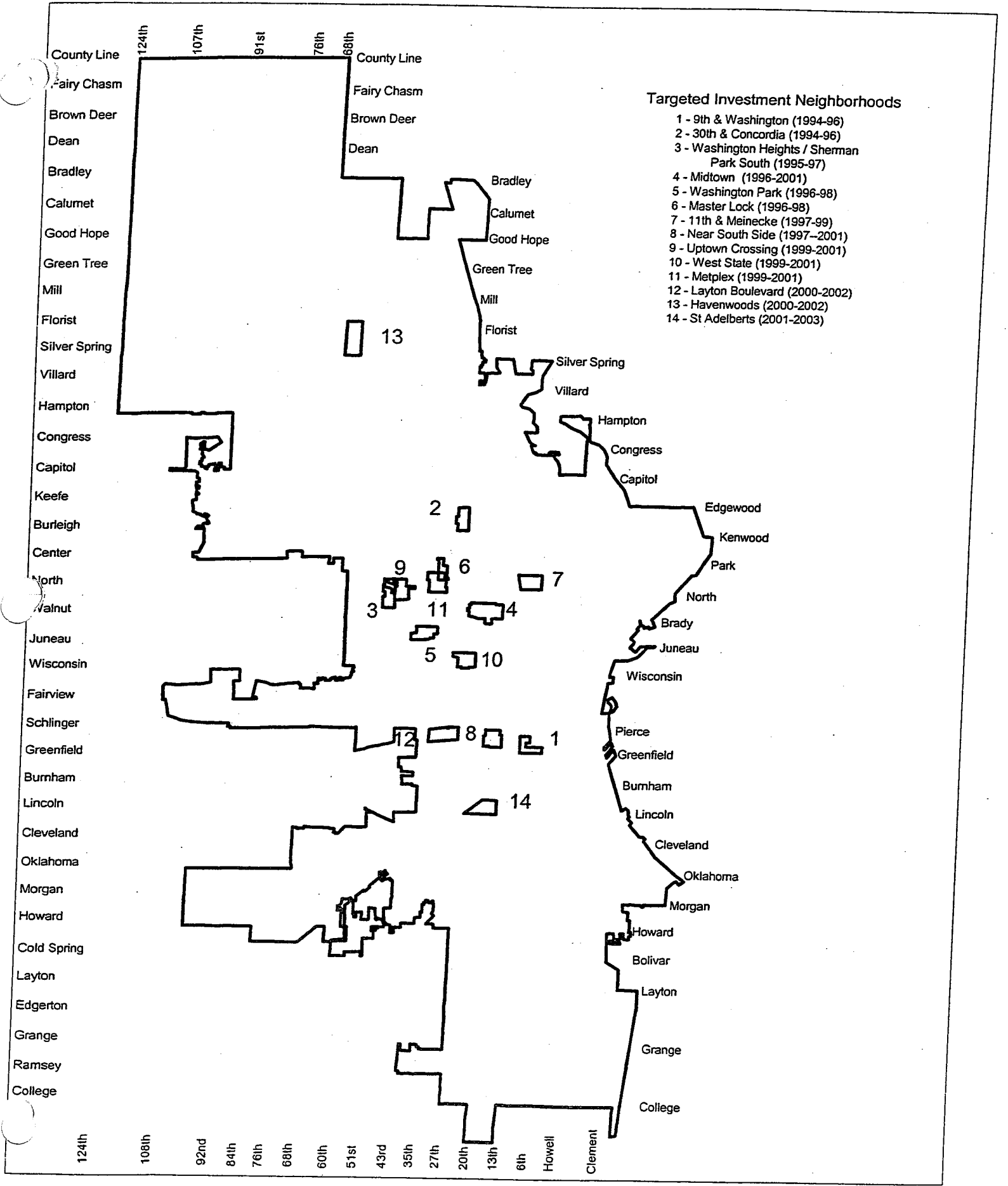
Year	Units Completed			Units Demolished			Total Housing Units	Net Change in Units
	Single Family Units	Duplex Units	Multi-Family Units	Single Family Units	Duplex Units	Multi-Family Units		
1990	71	46	896	203	333	317	853	160
1991	62	22	602	201	390	351	942	-256
1992	68	26	324	180	362	190	732	-314
1993	92	38	501	212	338	220	770	-139
1994	60	32	277	204	406	163	773	-404
1995	60	22	97	164	446	277	887	-708
1996	103	48	247	216	452	426	1,094	-696
1997	70	28	94	213	438	153	804	-612
1998	147	70	490	112	270	103	485	222
1999	70	4	621	138	292	243	673	22
2000	86	14	257	179	272	200	651	-294
Total	889	350	4,406	2,022	3,999	2,643	8,664	-3,019

Note: Completions and demolitions varied by building inspector
Source Department of Building Inspection Permit File



Targeted Investment Neighborhoods

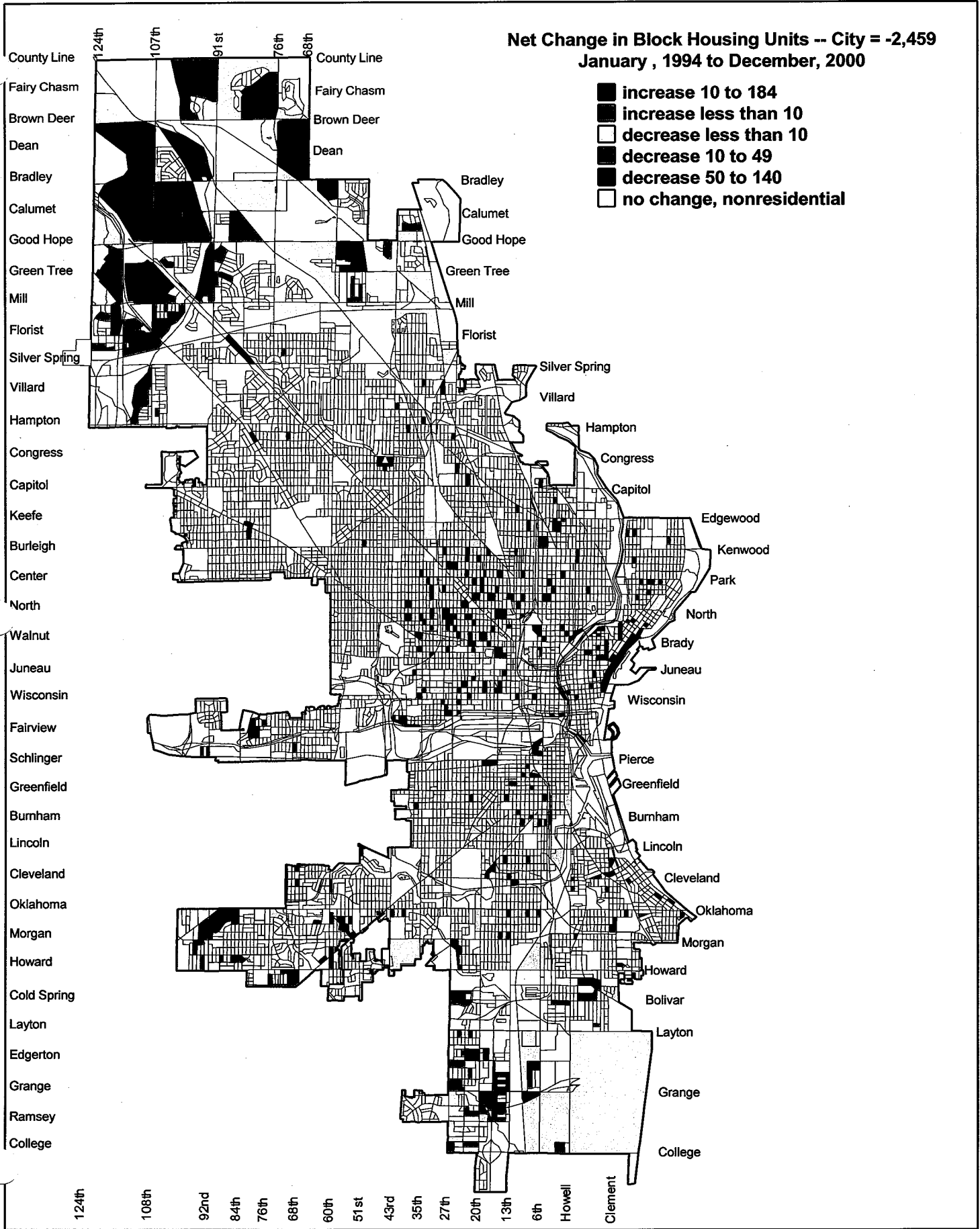
- 1 - 9th & Washington (1994-96)
- 2 - 30th & Concordia (1994-96)
- 3 - Washington Heights / Sherman Park South (1995-97)
- 4 - Midtown (1996-2001)
- 5 - Washington Park (1996-98)
- 6 - Master Lock (1996-98)
- 7 - 11th & Meinecke (1997-99)
- 8 - Near South Side (1997-2001)
- 9 - Uptown Crossing (1999-2001)
- 10 - West State (1999-2001)
- 11 - Metplex (1999-2001)
- 12 - Layton Boulevard (2000-2002)
- 13 - Havenwoods (2000-2002)
- 14 - St Adelberts (2001-2003)

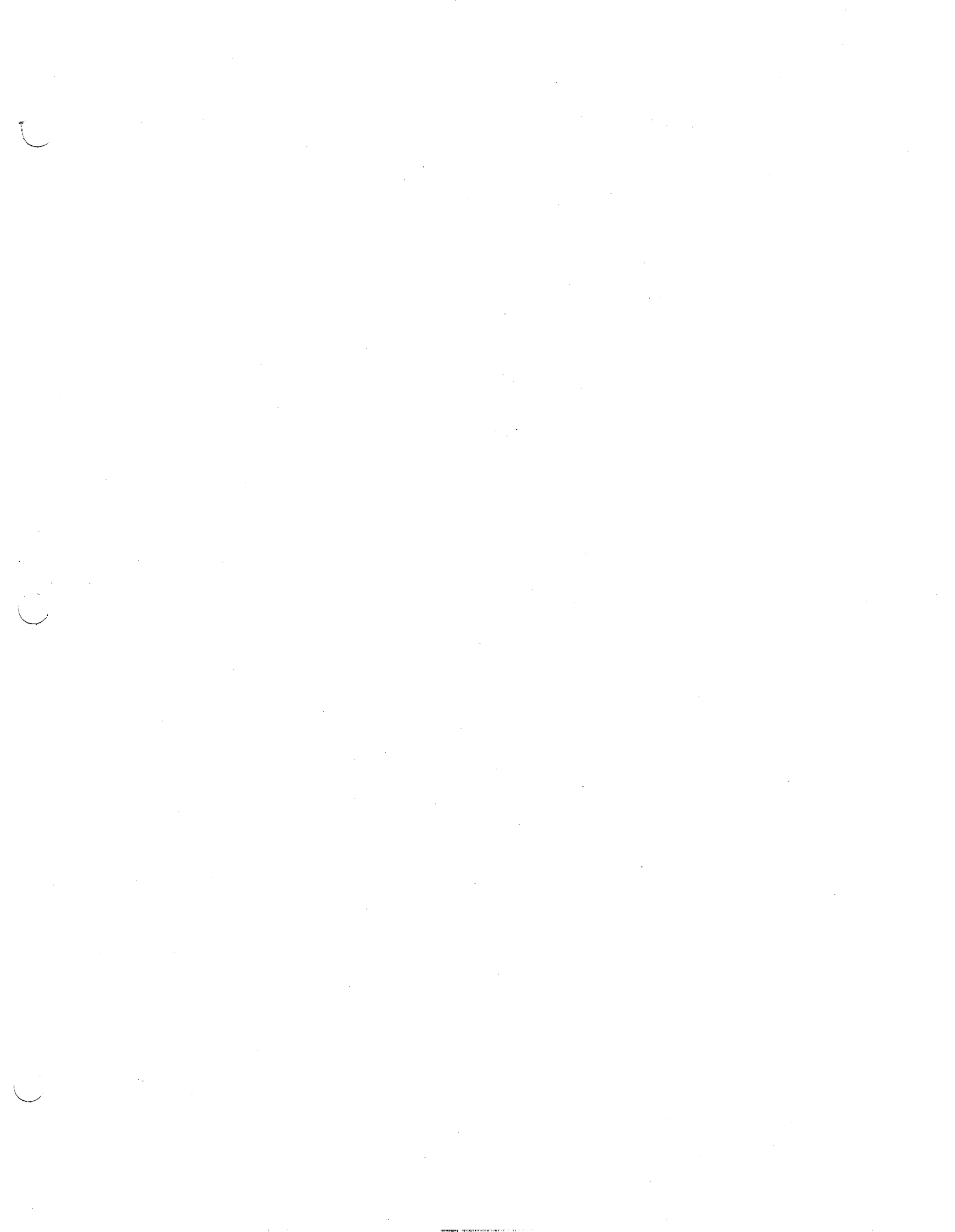




**Net Change in Block Housing Units -- City = -2,459
January, 1994 to December, 2000**

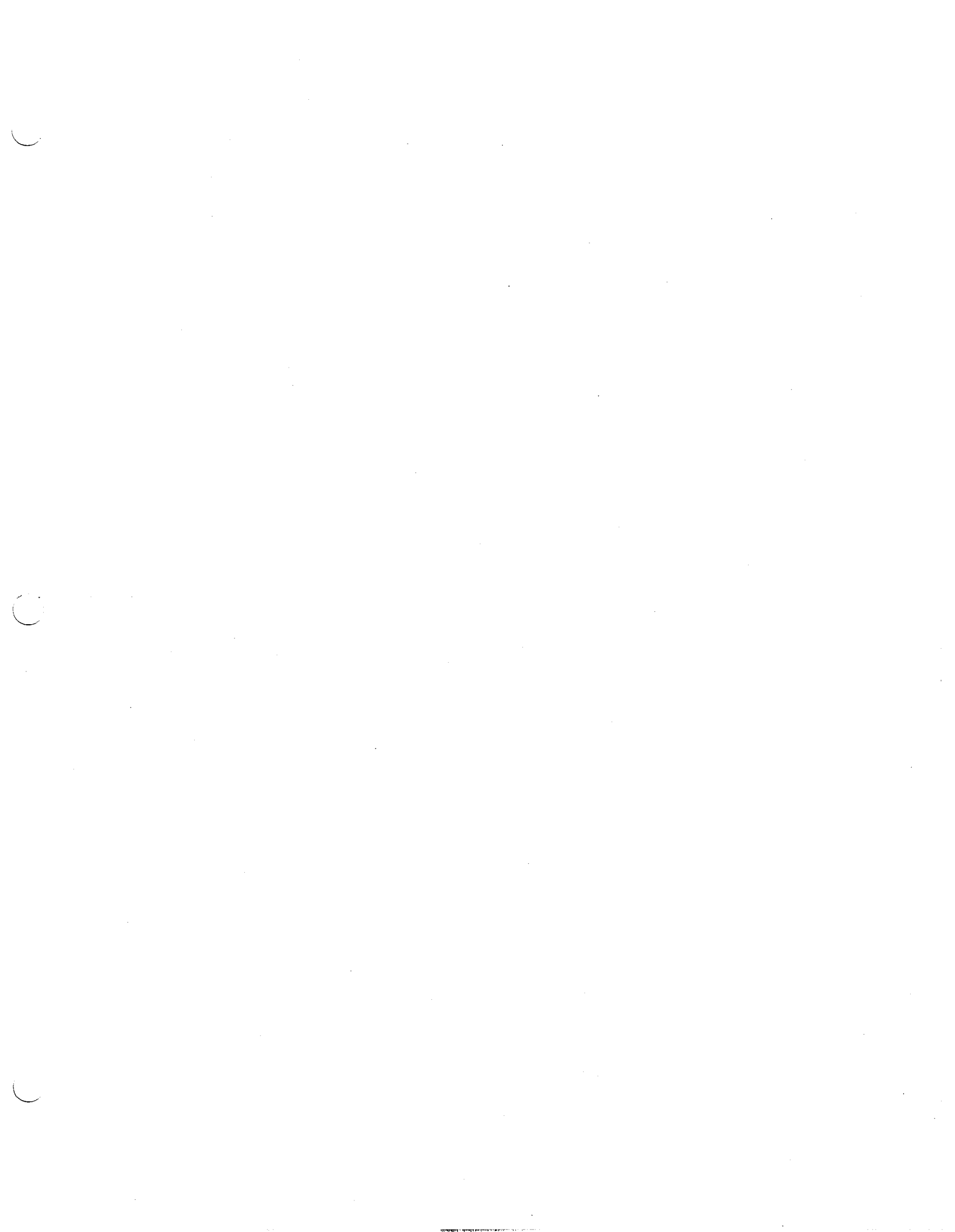
- increase 10 to 184
- increase less than 10
- decrease less than 10
- decrease 10 to 49
- decrease 50 to 140
- no change, nonresidential





Base Characteristics of Targeted Investment Neighborhoods
 (2000 data summarized at time new assessments posted, April 26, 2000)
 Year End 2000

TIN	At End of	Programming Active During Year?	All Parcels			Single Family and Duplex Parcels				
			Total Parcels	Percent Delinquent	Percent Land Owned by City due to Foreclosure	Total Parcels	Average Assessed Value	Percent Owner Occupied	Percent Delinquent	
Completed TINS										
9th and Washington	1993	no	309							
	1994	Begins Jan 1	309		1.1%	272	\$25,451	64.3%	na	
	1995	yes	309		0.9%	274	\$27,067	64.6%	na	
	1996	Ends Dec 31	309	11.3%	0.1%	273	\$27,036	63.0%	11.4%	
	1997	no	309	9.4%	0.0%	272	\$28,066	65.1%	9.9%	
	1998	no	309	9.6%	0.4%	270	\$27,858	66.3%	10.0%	
	1999	no	309	8.1%	0.0%	270	\$28,623	66.3%	7.8%	
	5/1/00	reassessment	307	9.7%	0.0%	271	\$28,471	65.8%	9.2%	
2000	no	307	13.4%	0.0%	271	\$31,958	64.6%	13.3%		
			307	7.2%	0.3%	271	\$32,070	63.8%	7.0%	
30th and Concordia	1993	no	368							
	1994	Begins Jan 1	367		2.6%	331	\$23,247	66.7%	na	
	1995	yes	367		3.1%	329	\$22,548	67.5%	na	
	1996	Ends Dec 31	367	17.2%	3.1%	327	\$22,548	65.1%	15.0%	
	1997	no	366	14.9%	3.0%	327	\$23,036	64.2%	13.1%	
	1998	no	363	15.0%	3.3%	324	\$23,408	63.6%	12.7%	
	1999	no	363	13.2%	5.4%	322	\$27,520	63.4%	11.8%	
	5/1/00	reassessment	360	16.0%	2.1%	314	\$27,789	65.0%	15.3%	
2000	no	359	23.1%	3.7%	318	\$33,482	66.7%	22.3%		
			359	15.0%	2.8%	317	\$34,057	64.0%	14.5%	
30th and North Washington Heights)	1994	no	307		0.0%	261	\$47,764	65.1%	na	
	1995	Begins Jan 1	307		0.0%	261	\$47,969	65.9%	8.4%	
	1996	yes	307	8.0%	0.1%	261	\$49,334	63.6%	4.2%	
	1997	Ends Dec 31	305	5.5%	0.3%	260	\$49,970	63.8%	4.2%	
	1998	no	305	5.6%	0.9%	260	\$57,200	64.6%	7.7%	
	1999	no	305	9.2%	0.9%	260	\$57,625	65.8%	11.2%	
	5/1/00	reassessment	305	11.1%	1.3%	260	\$71,722	65.8%	14.6%	
	2000	no	305	14.4%	0.7%	260	\$72,875	66.2%	10.4%	
			305	9.8%						
Washington Park	1995		179	15.6%	3.7%	100	\$25,520	42.0%	16.0%	
		Begins Jan 1 area enlarged for								
	1996	1997	280	13.2%	3.8%	192	\$24,966	40.6%	8.3%	
	1997	yes	281	13.5%	4.7%	194	\$24,949	44.6%	7.9%	
	1998	Ends Dec 31	282	13.5%	4.6%	195	\$26,857	43.6%	12.8%	
	1999	no	282	14.2%	3.7%	189	\$27,589	44.4%	13.2%	
	5/1/00	reassessment	281	20.3%	4.6%	191	\$32,416	43.5%	19.9%	
	2000	no	280	15.4%	4.1%	191	\$32,192	46.6%	13.1%	
			280	23.4%	14.1%	190	\$17,031	35.2%	24.2%	
Master Lock	1996	Begins Jan 1	251	19.1%	12.9%	166	\$17,860	39.2%	22.3%	
	1997	yes	232	20.7%	12.2%	155	\$18,021	40.6%	22.6%	
	1998	Ends Dec 31	228	17.1%	12.1%	144	\$19,883	47.9%	20.8%	
	1999	no	228	25.9%	11.8%	140	\$20,645	46.4%	33.6%	
	5/1/00	reassessment	225	27.6%	10.8%	143	\$25,147	49.0%	37.1%	
	2000	no	211	22.3%	12.1%	144	\$22,842	54.2%	28.5%	
				211	17.3%	12.9%	142	\$10,845	40.8%	19.7%
	1997	Begins Jan 1	259	17.4%	5.3%	139	\$18,693	44.6%	19.4%	
1998	yes	256	15.2%	6.3%	146	\$19,398	42.5%	17.8%		
1999	yes	256	18.4%	6.2%	137	\$21,826	40.9%	21.9%		
5/1/00	reassessment	248	25.8%	6.3%	143	\$31,506	37.8%	32.2%		
2000	no	248	17.3%	6.4%	143	\$31,483	37.1%	21.7%		
			248	17.3%	6.4%	143	\$31,483	37.1%	21.7%	
11th and Meinecke	1996		260							
	1997	Begins Jan 1	259			142	\$10,845	40.8%	19.7%	
	1998	yes	256			139	\$18,693	44.6%	19.4%	
	1999	yes	256			146	\$19,398	42.5%	17.8%	
	5/1/00	reassessment	248			137	\$21,826	40.9%	21.9%	
	2000	no	248			143	\$31,506	37.8%	32.2%	

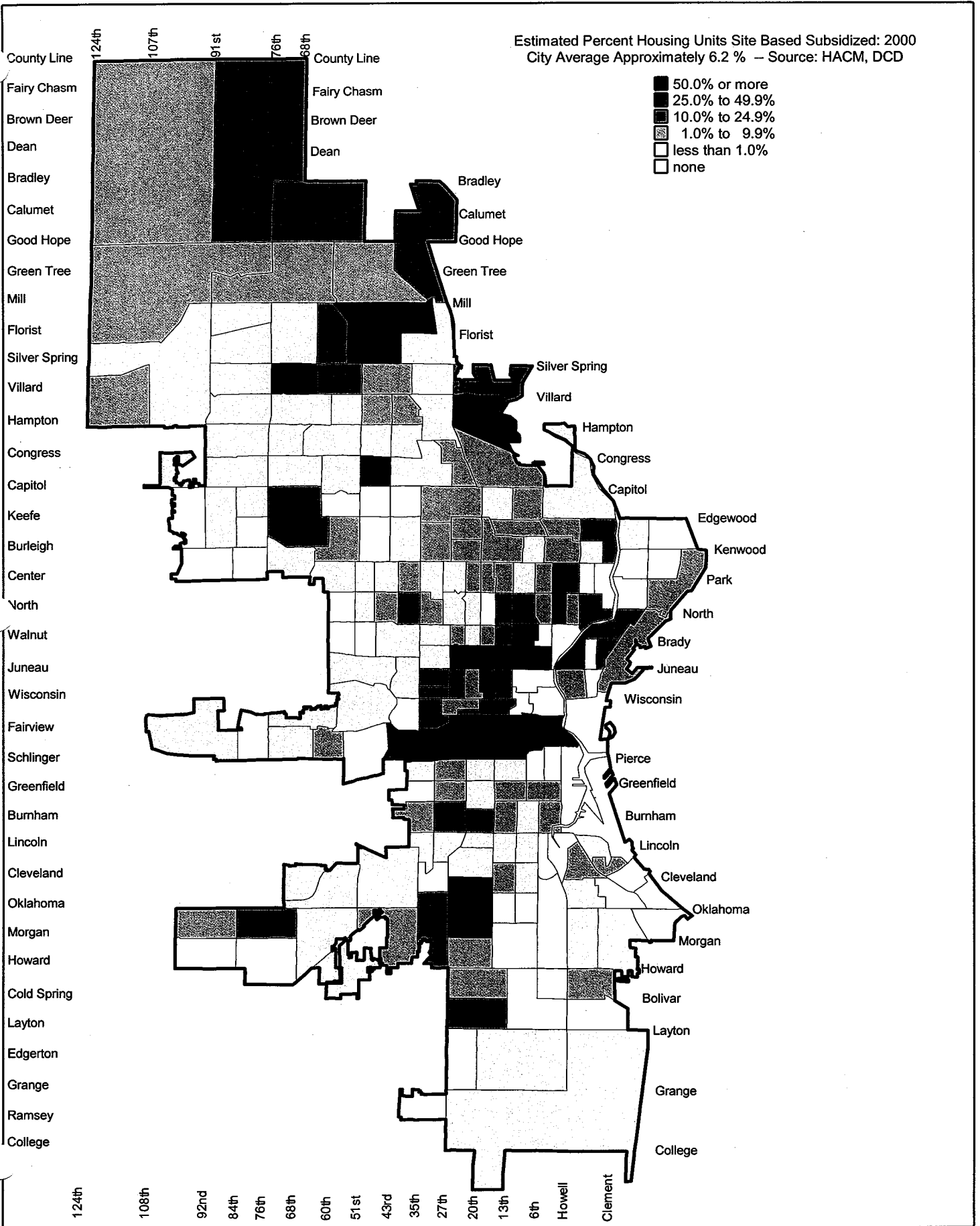


Base Characteristics of Targeted Investment Neighborhoods
(2000 data summarized at time new assessments posted, April 26, 2000)
Year End 2000

TIN	At End of	Programming Active During Year?	All Parcels			Single Family and Duplex Parcels			
			Total Parcels	Percent Delinquent	Percent Land Owned by City due to Foreclosure	Total Parcels	Average Assessed Value	Percent Owner Occupied	Percent Delinquent
Active TINS									
Midtown (22nd and Vine)	1995								
	1996	Begins Jan 1	273	15.4%	13.2%	179	\$11,636	39.7%	20.1%
	1997	yes	259	9.6%	14.3%	163	\$11,089	41.1%	11.7%
		area enlarged for							
	1998	1999	623	9.0%	14.8%	345	\$19,381	47.8%	12.2%
	1999	yes	623	11.6%	12.8%	325	\$21,826	53.2%	16.3%
	5/1/00	reassessment	601	19.5%	12.1%	354	\$28,373	51.7%	25.4%
2000	yes	577	12.3%	10.4%	358	\$27,911	52.8%	14.5%	
Near South Side	1996		256	20.0%	0.7%	165	\$38,776	61.2%	4.4%
	1997	Begins Jan 1	258	10.5%	0.6%	176	\$39,275	59.1%	4.0%
	1998	yes	259	4.6%	0.1%	176	\$41,253	60.2%	4.0%
	1999	yes	259	8.5%	0.1%	177	\$41,337	58.2%	6.8%
	5/1/00	reassessment	258	10.1%	0.1%	177	\$46,497	57.1%	6.2%
		yes enlarged for							
	2000	2000	292	9.2%	0.1%	201	\$46,540	59.2%	7.5%
Metplex	1998	no	301	17.6%	8.6%	186	\$22,091	46.2%	16.7%
	1999	Begins Jan 1	301	18.3%	8.9%	181	\$22,837	46.4%	22.7%
	5/1/00	reassessment	301	22.6%	9.8%	180	\$27,743	50.0%	29.4%
	2000	yes	313	13.4%	11.3%	180	\$27,499	51.1%	18.3%
Near West (State Street)	1998	no	169	17.2%	2.4%	52	\$30,688	57.7%	15.4%
	1999	Begins Jan 1	169	14.2%	2.0%	50	\$29,882	58.0%	14.0%
	5/1/00	reassessment	163	21.5%	1.9%	51	\$36,522	58.8%	15.7%
	2000	yes	144	16.7%	0.4%	43	\$37,356	55.8%	16.3%
Uptown Crossing	1998	no	321	12.8%	2.6%	215	\$46,559	46.5%	12.8%
	1999	Begins Jan 1	321	15.6%	2.1%	212	\$48,312	46.7%	13.7%
		reassessment							
		Area enlarged for							
	2000	2000	351	22.8%	3.7%	236	\$52,606	47.5%	25.4%
2000	yes	350	26.2%	3.2%	233	\$52,518	45.1%	19.3%	
Havenwoods	1999	no	346	5.8%	0.0%	280	\$45,125	42.9%	6.8%
	5/1/00	reassessment	346	9.5%	0.0%	280	\$49,476	45.0%	10.0%
	2000	Begins Jan 1	521	7.7%	0.1%	444	\$49,542	52.9%	8.3%
	area enlarged for								
	2001								
Layton Boulevard	1999	no	325	3.1%	0.1%	242	\$53,379	74.4%	3.3%
	5/1/00	reassessment	325	5.2%	0.1%	242	\$55,448	73.1%	6.6%
	2000	Begins Jan 1	451	5.8%	0.6%	331	\$52,968	76.3%	6.6%
	area enlarged for								
	2001								



Estimated Percent Housing Units Site Based Subsidized: 2000
 City Average Approximately 6.2 % — Source: HACM, DCD



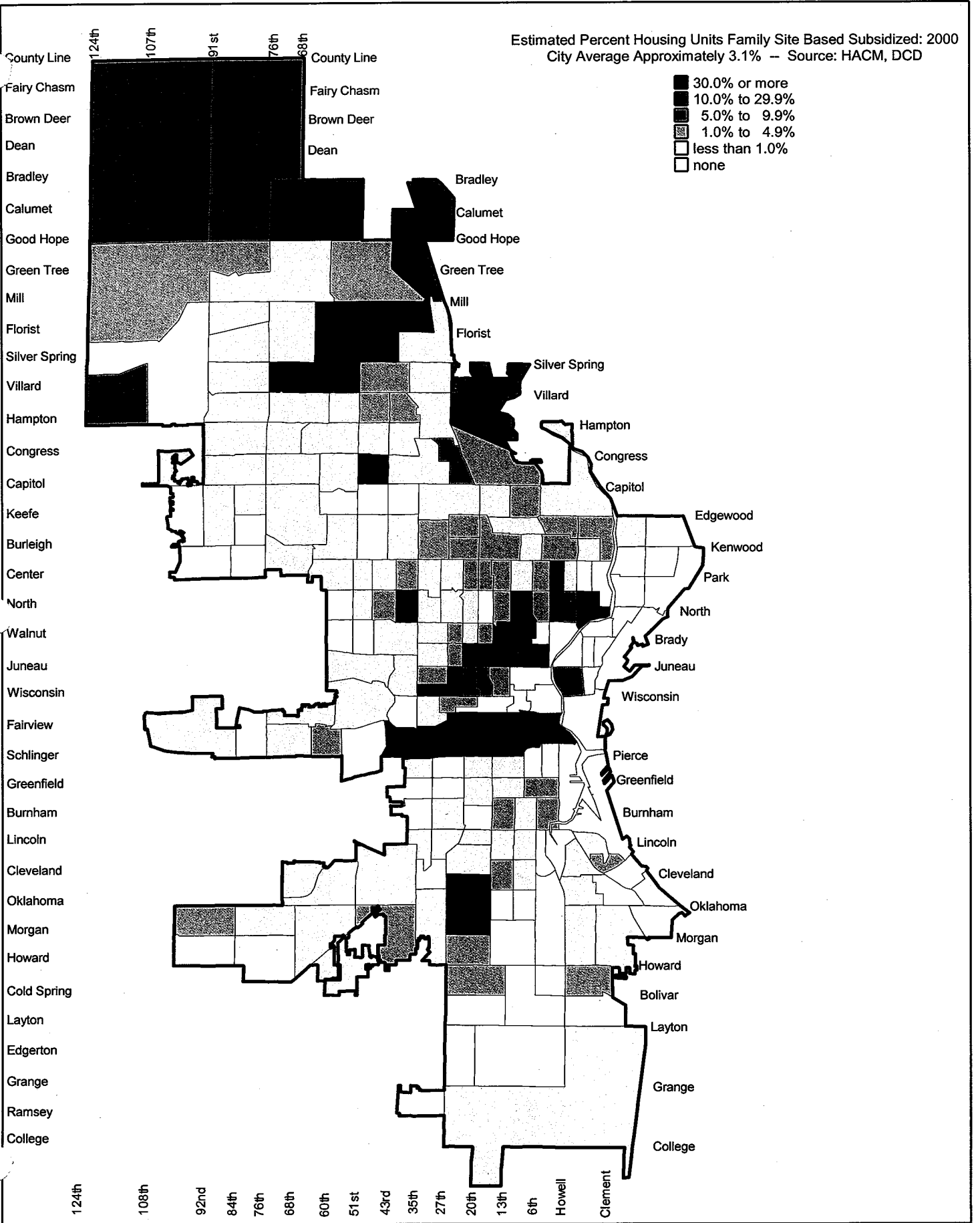
- 50.0% or more
- 25.0% to 49.9%
- 10.0% to 24.9%
- 1.0% to 9.9%
- less than 1.0%
- none

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C

Estimated Percent Housing Units Family Site Based Subsidized: 2000
 City Average Approximately 3.1% -- Source: HACM, DCD



- 30.0% or more
- 10.0% to 29.9%
- 5.0% to 9.9%
- 1.0% to 4.9%
- less than 1.0%
- none

