



Department of Administration  
Budget and Management Division

**John O. Norquist**  
Mayor

**Michael J. Soika**  
Director

**Joseph J. Czarnecki**  
Budget and Management Director

September 5, 2003

Ref: 03038

MEMORANDUM

TO: Honorable members of the Common Council  
Department and Agency heads

FROM: Michael J. Soika  
Administration Director

Joseph J. Czarnecki  
Budget and Management Director

SUBJECT: 2004 Fiscal Outlook and Strategic Plan

The City's overall strategic goal is to make Milwaukee a more attractive place to live and work. Since 1991, the City Strategic Plan has guided our efforts to meet this goal. Many accomplishments have been achieved, and together we have added value to Milwaukee. The size and cost of municipal government has been reduced while essential services have been improved. Housing opportunities and property values have grown and an environment supporting continued development has been established.

City efforts will continue to add value only if they are guided by a clear vision for Milwaukee's future as established through strategic goals and objectives. To this end, a joint Fiscal Outlook and Strategic Plan has been established. This document identifies the fiscal challenges facing Milwaukee and charts a course for the city to achieve its long term goals. It provides a strategic framework for making future policy decisions.

As you well know, Milwaukee faces fiscal challenges, such as declining levels of state aid, which require critical decisions on service priorities, spending and taxes. The Fiscal Outlook and Strategic Plan should be a key part of this decision making. By working together within this strategic framework, we can make the decisions necessary to ensure the city's fiscal stability while providing quality services at a reasonable cost.

Honorable members of the Common Council  
Department and Agency Heads

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The Fiscal Outlook and Strategic Plan is attached. It is also available on the City of Milwaukee website at [www.ci.mil.wi.us/citygov/doa/bmd/bmd.htm](http://www.ci.mil.wi.us/citygov/doa/bmd/bmd.htm). Please encourage your staff to read this document. It highlights the successes they have helped Milwaukee achieve, and the challenges they will help Milwaukee meet.

ECP:cei

[Splanfor/straphn/2003/spcovrlet](#)

Attachment

Cc: Mayor John O. Norquist  
Legislative Reference Bureau