

SHARON ROBINSON
MAJOR ACCOMPLISHMENTS

Implemented the Mayor's Accountability in Management (AIM) Program

Implemented the Mayor's Accountability and Management Program or AIM for short. AIM is the Mayor's primary management tool to oversee city operations, manage for results, and deliver superior customer service to the citizens of Milwaukee. This tool requires defining performance targets for departments and holding managers accountable for achieving these targets through regular meetings with Department heads and other key City managers.

Overhauled the City's Community Block Grant Division

Changed the mission of the City's Community Development Block Grant office and renamed the office the Community Development Grants Administration office. Rather than simply taking in Community Development Block Grants (as was the past practice, the office is now responsible for aggressively pursuing grants of all kinds and centralized grant coordination under the leadership of a new Grant Manager). Since its inception in 2006, the initiative has generated over \$3 million in new revenues for the City.

Reformed City's Election Processes and Procedures

In the wake of the controversy surrounding the 2004 Presidential election, chaired the City of Milwaukee Election Task Force formed by Mayor Barrett in November 2004 to review the City's election system and make recommendations for improvements. The Election Task Force released its official report in June 2005 and nearly the recommendations in the report are now public law.

Served as Executive Director of the City of Milwaukee Election Commission (from March 2005 to August 2005) while simultaneously serving as the Director of the Department of Administration. Managed the Election Commission staff and directed all activities associated with municipal elections in accordance with applicable provisions of the State Elections Board, City, County and federal regulations. In the midst of high profile investigations by top law enforcement agencies the spring 2005 was lauded a successful operation and we received no negative press.

Planned and organized Mayor Barrett's 2006 Community and Economic Development Leadership Summit

Organized a two-day economic summit (a first of its kind in the City) convened on December 6-7, 2007. Over 1,000 participants from a wide variety of sectors including government, business, education and community-based organizations took part. The summit was a catalyst for identifying new strategies for a prosperous Milwaukee in the areas of housing, business and workforce development. The official report on the economic was released in the spring of 2007. Several catalytic projects and have taken off since its release. The event has also been a catalyst for creating new stakeholders from outside our region and state. For example, former HUD Secretary, Henry Cisneros (President and CEO of Cityview), is currently pursuing building

workforce housing here in Milwaukee. National Housing Conference President, Conrad Egan, is currently working with the City to expand employer-assisted housing programs in Milwaukee.

Played Leadership Role in Developing the Urban Trades Partnership Initiative (UTPI)

UTPI was launched in September 2006 and was created as a result of the Manpower TIP. It sought to expand apprenticeship opportunities to minorities in the building and construction trades industry. Key partners include the Gilbane Company, the Wisconsin Regional Training Partnership (WRTP), the Building Industry Group Skills Trades Employment Program (BIG Step) and the Milwaukee Area Workforce Investment Board (MAWIB).

The participants spent an average of 32 hours per week in a classroom over a six week period while receiving a stipend for training. Three classes have been conducted with 44 students enrolled and 35 students completing all required coursework (80% graduation rate). Over 20 participants have gained employment with wages averaging \$14-\$15 per hour. We have expended approximately \$165,000 and current \$85,000 remains in the account to be dispensed to continue UTPI or for other job training programs in the TIF area.

Successful Census Challenge

Led the city effort and orchestrated the strategy to successfully challenge the U.S. Census Bureau's Milwaukee population numbers. The U. S. Census Bureau accepted the City's challenge and has adjusted the population of the City of Milwaukee upward from 573,358 to 602,782.

It is critical that the City of Milwaukee continue to be aggressive in its advocacy to accurately and comprehensively reflect the city's population. This is important in the determination of Federal formula grant allocation. These grants are based on a number of social and economic variables. The number of residents in a geographic area (i.e., the City of Milwaukee) is an important element of the equation. The acknowledged increase reverberates beyond city government, extending to numerous non-profit entities that develop and submit applications to implement and fund various community and neighborhood programs. For private agencies, census tract data is often included on applications to a variety of funding sources.

This is a win for the City of Milwaukee as well as various non-profit entities committed to increasing access to resources available to city residents. In addition to the impact on Federal aid, this victory also gives a positive portrait of Milwaukee and refutes any notion that the City is in decline because its population is allegedly leaving.

Digital Inclusion Initiative (Milwaukee GOT IT)

This project closes the gap between those who have computers and Internet access and those who don't. The basic approach of the Got-IT initiative is to bring 5 elements comprising technological literacy to low-income families in Milwaukee – computers (hardware and software), access to the Internet, relevant content, training, and support. 500 families will get computers and free Internet service over a two year period through a partnership with One Economy and AT&T (a start up investment of \$250,000). Key partners include MATC, AT&T, Journey House and Silver Spring Neighborhood Association.

The content piece (the Milwaukee Beehive) will be accessible to all citizens. It will provide localized information via the Internet to improve the quality of life of citizens (i.e., will connect citizens to information on jobs, job training, health care, education, etc.). The long-term vision is to provide computers and free Internet access to thousands more families.

I Have A Dream Milwaukee

This project motivates and empowers children from low-income communities to reach their education and career goals by providing a long-term program of mentoring, tutoring, enrichment, and tuition assistance for higher education. The first Dreamers of Milwaukee will be the entire incoming first grade (fall of 2008) of Clarke Street Elementary School in Metcalfe Park (an area that has strong indicators for citizen involvement and high crime and gang activity).

We have secured the required initial investment to ensure that sufficient funds exist for college tuition assistance once these Dreamers graduate (thanks to the generous contribution of Ted and Mary Kellner) as well as the first two years of budgeted spending. Other donors include the Brinn Foundation, Weiss Family Foundation, Herzfeld Foundation, Legacy Bank Foundation and Manpower. Other key collaborators include the Next Door Foundation and Boys and Girls Club. To date, we have secured approximately \$1 million in investment for the program. Another major foundation is currently reviewing an application submitted to add second graders. We are optimistic that we will receive favorable approval. Our mid- to long-term vision is to add more Dreamers and expand the program to several schools in the next five years.

The program will focus not just on Dreamers, but their entire family. At the outset of the program, we will implement several strategies by leveraging MPS and other resources. For instance, the Project Coordinator will work closely with the MPS Social Worker and Parental Involvement Coordinator assigned to Clarke Street School. Dreamers will also be able to take advantage of Clarke Street School's summer program administered in partnership with the Boys and Girls Club. These investments will complement other ongoing efforts we have already mentioned during past conversations such as the City's plan to grant the parents of Dreamers first priority to "lease to purchase" new homes in Melcalfe Park heavily financed through City investment. The City will also provide computers, free Internet access and training and support through a partnership with One Economy and AT&T. Legacy Bank will also connect Dreamers and their families to basic banking services to build wealth and assets in these homes and in the neighborhood.

Budget Accomplishments

Worked with the Budget & Management Division on implementing a three-year budget plan for 2006-2008 that resolved a structural imbalance of approximately \$160 million. Despite these budget challenges, the plan included increased patrol capacity for police, improved infrastructure replacement cycles, a school readiness immunization initiative, and additional financial support for economic development programs.

Over the four-year course of Mayor Barrett's first term, the average tax levy increase was 3.4% despite continuing State shared revenue freeze.

Tax levy-supported new borrowing declined from about \$73 million in the 2004 budget to less than \$60 million in the 2008 budget, which is a significant factor for improved financial sustainability.

Leading efforts to reform the City's Emerging Business Enterprise Program (EBE)

Working with Business Operations Division on comprehensive reforms to improve the City's EBE program including:

- Mandates to prime contractors requiring them to pay subcontractors within 10 days of receiving payment from the City.
- Increasing EBE requirement on construction contracts to 25%.
- Drafting legislation to adopt a local business award standard giving local businesses a 5% incentive on City contracts. This will ensure that more of the City's contracting dollars stay here in Milwaukee (EBE study showed that Waukesha gets 66.1% of dollars spent on construction contracts).
- Forming a Regional Stakeholders Collaborative Initiative to standardize certification requirements and strengthen efforts to maximize participation of disadvantaged businesses in contracts.
- Conducting a disparity study with MMSD to determine if race and gender conscious programs are appropriate.
- Revising marketing and recruiting strategies to attract more small businesses to our program.
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Summer Jobs for Youth

Currently working to secure MPS funding for the City's summer jobs for youth. MPS Board Member, Michael Bonds, has introduced a measure providing a totaling of \$500,000 in funding. A vote will occur in the near future at the Committee level and its prospects for passage by the full Board are very good. If successful, 300 additional youth will receive jobs in the non-profit and private sectors.

Leading Mayor's Priority Setting/Planning Session

Formed team and orchestrated planning and organizing of the Mayor's Priority Setting/Planning Session. The purpose of this meeting is to convene members of the Mayor's Cabinet and other front line City managers at a one-day "Priority Setting/Planning Session" to create four-year goals and strategic objectives consistent with the established goals. The session will take place on June 12th. The format follows:

Part I: Establishing Vision/Mission Statement and Four-Year Goals

The Mayor will articulate his vision for the City of Milwaukee and will establish four-year goals.

Part II: Environmental Scans Analysis

The Department of Administration Budget and Management Team will unveil brief policy overviews (currently called ***Environmental Scans***) to enhance our planning efforts. The scans will encompass the following competitive urban issues areas:

- Crime and Public Safety
- Neighborhoods and Housing
- Economic Well-Being and Investment in the local and regional economies
- Community Health
- Environmental Sustainability, with a special focus on pollution prevention and management of waste streams
- Infrastructure/Transportation
- Educational Achievement
- Financial Stability

These Environmental Scan documents will:

- Identify the status of conditions in the community that we want to improve, or goals that we want to achieve.
- Identify internal strengths and weaknesses as they relate to the City's ability to achieve improvement to the conditions or the desired goals.
- Identify external opportunities (especially potential partnerships) and threats as they relate to the City's ability to achieve improvement to the conditions or the desired goals.
- Begin to identify the content or focus of broad, City-wide strategic objectives.

Scans will identify the factors in the external and internal environment that affect, positively or negatively, the City's capacity to achieve its strategic mission.

Participants will have the opportunity to react to the environmental scans and offer constructive input.

Part III: Setting Strategic Objectives/Action Plans

Participants will create strategic objectives and action plans (consistent with established goals). Participants will establish HOW the goals will be addressed: By when, who is accountable to do what for each of the Goals. All will be combined into a standard template that can be easily tracked and updated.

Part IV: Establishing Key Performance Measures

Participants will define what success will look like upon achievement of established four-year goals. These goals should be data driven (crafted in a manner that can be monitored at regular Accountability in Management – AIM - meetings).

Part V: Post Planning/Follow-up/Tracking Progress

Immediately following the retreat, the Budget and Management Team will prepare a comprehensive report. We will brief the Common Council and also seek input from the general public on the plan after the planning session.

Regular, timely, monitoring of progress on the goals and strategic objectives includes reviewing milestones every six months with the next check-in happening after the planning retreat (late Fall). The Mayor's AIM Initiative and Cabinet meetings will be good venues for monitoring and tracking progress.