Milwaukee County UW-Extension
CNRED Program Priorities, 2010
Survey Report

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Survey Research Center Report 2010/7
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We would like to thank our colleague Denise Parks for her assistance with this project. We would also like to thank the government officials in Milwaukee County and organizational leaders who took the time to complete the online survey.
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Executive Summary

In February 2010, the Survey Research Center (SRC) at the University of Wisconsin – River Falls sent email invitations to 133 government officials and 44 community organization leaders in Milwaukee County asking them to participate in an on-line survey to assess the program priorities for the Milwaukee County UW-Extension CNRED Educator position. The overall response rate was 27 percent. The response rate was higher from community organization leaders (50%) than from governmental officials (22%).

The questions were divided into five topical program areas: Community Development, Natural Resources, Economic Development, Cultural Arts, and Civil/Equal Rights. Respondents were asked to rank the order of importance of three or four program options listed under each topic or to add their own top priority.

Overall Program Priorities. At the end of the survey, respondents were asked to pick the one item they believed to be the most important overall priority among the five top priorities they had selected. Two items stood out at the top of the overall ranking. The top ranked overall priority was to explore, with cities and villages, the need to develop and implement a county-wide poverty eradication plan. The second highest priority was to explore, with cities and villages, the need to develop and implement a county-wide strategy for public transit services.

Community Development Program Priorities (rank order)

1. Explore with cities and villages the need to develop and implement a county-wide strategy for public transit services
2. Explore with cities and villages the need to develop and implement a county-wide poverty eradication plan
3. Explore with cities and villages the need to assess affordable housing needs in the county and establish an initiative to address the need
4. Explore with cities and villages the need to establish a central crime prevention bureau in Milwaukee County that will assist cities and villages in their crime prevention efforts

Natural Resource Program Priorities (rank order)

1. Explore with cities and villages ways to develop strategies for reduction in all points of pollution in the county
2. Explore with cities and villages ways to develop strategies to enhance local food production, use, and security in the county and region
3. Establish a county-wide advisory group comprised of representatives from cities and villages throughout the county to proactively provide input on federal, state, and local matters related to natural resources in the county
4. Explore partnership with cities and villages to establish uniform recycling programs throughout the county
Economic Development Program Priorities (rank order)

1. Explore with cities and villages the need to develop and implement a comprehensive **job development initiative through infrastructure repair**
2. Explore with cities and villages the need to develop and implement a **targeted economic development effort in communities of color**
3. Explore with cities and villages the need for a collaboration to **grow green jobs** throughout the county
4. Explore with cities and villages the need to create a **nontraditional revenue source** (no fees or taxes) that would be used solely for economic development activities in the county's cities and villages

Cultural Arts Program Priorities (rank order)

1. Explore with cities and village ways to invest in the **maintenance and basic infrastructure repair** needs at county-owned cultural assets
2. Explore with cities and village ways to address **diminishing property tax levy** contribution to parks, recreation, and culture
3. Explore with cities and village ways to enhance the **development and retention of the arts in communities of color**
4. Explore with cities and village ways to implement strategies to overcome **diminished attendance at institutions**

Civil/Equal Rights Program Priorities (rank order)

1. Explore with cities and villages the need for **training** that will strengthen their knowledge of **civil rights and equal opportunity laws** germane to their operations
2. Explore with cities and villages the need for a county-wide **cultural relations summit** to learn how to best serve the county’s diverse population
3. Explore with cities and villages the need to establish an **Equal Rights Commission** to investigate, study, and resolve issues of discrimination
Survey Purpose

The purpose of this study was to gather opinions regarding program priorities for the Milwaukee County UW-Extension Community, Natural Resource, and Economic Development (CNRED) Educator. The Milwaukee County UW-Extension Office chose to work with the Survey Research Center (SRC) at the University of Wisconsin – River Falls to implement a survey of selected governmental officials and community organization leaders in Milwaukee County. The survey is one component of an ongoing overall effort to identify CNRED program priorities in Milwaukee County.

Survey Methods

On February 8, 2010, the Survey Research Center (SRC) at the University of Wisconsin – River Falls sent email invitations to 177 individuals asking them to participate in an Internet survey. The Milwaukee County UW-Extension Office provided the email addresses. The list included 133 local government officials and 44 members of community organizations. The SRC sent three email reminders to non-respondents before closing the survey on February 28. Overall, the SRC received 47 useable responses, which is a 27 percent response rate. However, the response rate was higher among the community organizations, with 22 responses (50%). The local government group had 25 responses (22%).

The questionnaire development was preceded by a literature review and summary by Milwaukee County CNRED Educator Edward McDonald. The literature review suggested five broad topical categories for potential education priorities: Community Development, Natural Resources, Economic Development, Cultural Arts, and Civil/Equal Rights. Within each of the five topical categories, Edward McDonald and the SRC developed three or four potential means of addressing these issues, and respondents were asked to rank the listed choices in order of importance. Respondents were given the opportunity to write in another “most important” priority program if their highest priority had not been included on the list. After each section, respondents were asked to describe their reasons for their choice of the most important program. At the end of the survey, respondents were asked to identify the single most important CNRED program priority from among the five “most important” items they had selected in each of the five programmatic topics.

In addition to the numeric responses, respondents provided additional written comments that were compiled by the SRC from the surveys. Appendix A to this report contains the complete compilation of comments.

Appendix B contains a copy of the survey questionnaire with a quantitative summary of responses by question.

Appendix C contains the literature review and summary of issues prepared by Edward McDonald, Milwaukee County CNRED Educator.
Profile of Respondents

Table 1 summarizes the demographic profile of respondents to the survey. The respondents included more men (57%) than women (43%). But women responded to the survey at a much higher rate than did men. Among those who were asked to participate in the survey, 42 percent of women completed the survey compared to 21 percent of men.

Nearly two-thirds of the respondents were 45 to 64 years old. About one in four respondents were between 25 and 44 years old. Fewer than 10 percent were age 65 or older. There were no young adults (18-24) among the respondents.

Eighty percent respondents were white, 11 percent were African-American, and seven percent were Hispanic/Latino/Latina.

Respondents from community organizations were 40 percent of the total. Forty-seven percent of respondents were from units of government (28% city elected officials, 11% non-elected administrators, and 6% elected village officials). UW-Extension respondents comprised 11 percent of the total.

As we analyze the data, we will identify when demographic groups have significantly different views.

<table>
<thead>
<tr>
<th>Table 1. Demographic Profile of Respondents</th>
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<tbody>
<tr>
<td>Gender</td>
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<tr>
<td>Sample</td>
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<tr>
<td>Age 18+</td>
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<tr>
<td>Sample</td>
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<tr>
<td>Ethnicity</td>
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<tr>
<td>Sample</td>
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<tr>
<td>Affiliation</td>
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<tr>
<td>Sample</td>
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As shown in Figure 1, respondents’ places of residence are geographically distributed throughout Milwaukee County. Not surprisingly, the map shows a higher density of work locations in the City of Milwaukee.
Overall Highest CNRED Program Priority

After indicating the “most important” priority within each of the five topical program sections (community development, natural resources, economic development, cultural arts, and civil/equal rights), respondents were asked to choose the single most important overall priority. The results are shown in Chart 1.

Two priorities stand out at the top of the rankings. Twenty-three percent of respondents said the highest program priority should be to explore with cities and villages the need to develop and implement a county-wide poverty eradication plan. Close behind, 19 percent said their top program priority is to explore with cities and villages the need to develop and implement a county-wide strategy for public transit services.

There was a sizable percentage drop to the next group of priorities; nine percent chose developing a plan for targeted economic development in communities of color, and an additional nine percent chose developing a comprehensive job development initiative through infrastructure repair. All other programs received no more than six percent of the votes for the overall top priority. The following items received no votes: cultural relations summit, develop and retain arts in communities of color, diminished attendance at institutions, uniform recycling, and natural resources advisory group.
The SRC performed a demographic analysis of the rankings for the overall top priority. To aid the analysis, the SRC regrouped the response categories in Q17 (role) and Q22 (ethnicity/race). Regarding Q17, the original groups were regrouped to two broad categories: government officials/employees and community organizations. Similarly, in Q22 the original ethnic/racial groups were regrouped to two categories: white and non-white.

The poverty eradication plan was at the top of the priority rankings within all four groups (government officials/employees, community organizations, whites and non-whites). While public transit was ranked high by all groups, respondents from community organizations and non-white respondents ranked targeted economic development in communities of color in a tie for first or second place. However, these differences were not statistically significant among the groups, and the SRC urges caution when interpreting the rankings.

There were no statistically significant differences in the overall priority rankings among age groups or between men and women respondents.

The following sections of this report present the priority rankings within each of the five program topics. As described in the Survey Methodology section above, respondents were presented with three or four items and asked to rank them in order of importance. Tables 2, 3, 4, 5, and 6 show the percentage of respondents choosing each rank from “most important” to “4th most important.” The accompanying Charts 2, 3, 4, 5, and 6 show the mean (“average”) number of priority points for each item. The mean calculation is based on assigning four points to each “most important” choice, three points for each “2nd most important” choice, two points for each “3rd most important” choice, and one point for each “4th most important choice. There were only three choices in the Civil/Equal Rights section; thus the “most important” choice received three points and the “3rd most important” was assigned one point.
Community Development CNRED Program Priorities

Chart 2 and Table 2 show the priorities for community development programming. Exploring with cities and villages the need to develop and implement a county-wide strategy for public transit services received the highest mean rank, and was the top choice of 28 percent of respondents and the second most important priority among 43 percent of respondents. Exploring the need for a county-wide poverty eradication plan had the second highest mean rank and was the top priority of 45 percent of respondents and the second most important priority among 15 percent of respondents. Although the percentage of respondents who chose developing a plan for public transit as their top priority was smaller (28%) than those who chose developing a county-wide poverty eradication plan (45%), the larger portion who gave public transit planning a second place rank raised its mean value.

Majorities ranked assessing affordable housing needs and exploring the need for a central crime prevention bureau in third and fourth place.

<table>
<thead>
<tr>
<th>Table 2. Community Development Program Priorities</th>
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<tbody>
<tr>
<td>Most Important</td>
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<tr>
<td>----------------</td>
</tr>
<tr>
<td>Poverty Eradication Plan</td>
</tr>
<tr>
<td>Public Transit</td>
</tr>
<tr>
<td>Central Crime Prevention Bureau</td>
</tr>
<tr>
<td>Affordable Housing</td>
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</tbody>
</table>
As noted in the preceding section, these two community development programs were the top two priorities among all program topics, and respondents chose the poverty eradication plan as the single most important overall priority in terms of CNRED programming in Milwaukee County.

Six respondents (13%) identified a “most important” item that was not on the list provided. All “other” priority items pertained to economic development and job training.

Reasons for “Most Important” Choice

Among those who chose the poverty eradication plan, the most common theme is that poverty is at the root of many other issues and that decreasing poverty will improve other problems such as crime, joblessness, and housing affordability. The following quote illustrates this perspective:

“Poverty drives all the other social issues that Milwaukee faces including education achievement, crime, etc. Poverty is the root problem and it needs to be addressed for Milwaukee to see improvement in any of the other areas.”

Those who chose the county-wide public transit option frequently expressed their rationale in economic development terms. They see transit as a means to connect workers to the places where jobs are located as expressed in this comment:

“Affordable, accessible public transportation (bus & rail) is vital for economic development and for enabling people to get to jobs and entertainment/recreation. It also is good for the environment.”

Those who chose the central crime prevention bureau see crime as influencing other issues, as illustrated by this quote:

“Crime impacts many things in our day to day lives. Economic development is worthless if people don't feel safe going there.”

The primary rationale for those who chose the affordable housing option included addressing the spatial mismatch between the location of affordable housing and the location of employment opportunities.

Demographic Comparisons. Respondents from community organizations and UW-Extension respondents were more likely to rank the development and implementation of a poverty eradication plan as their top priority. Elected officials from cities were more likely to have said that exploring the formation of a central crime prevention bureau was their highest priority.
Natural Resources CNRED Program Priorities

When asked to rank their priorities in natural resources programming, Chart 3 and Table 3 show that pollution reduction achieved the highest mean rank and was chosen as the most important priority by 26 percent of respondents. It was the second most important priority of 36 percent of the respondents.

Local food production, use, and security received the second highest mean rank and was selected as the most important priority by nearly a third of respondents. A slightly larger percentage of respondents ranked local food as their top priority (32%) compared to pollution reduction (26%), but significantly more respondents chose pollution reduction as their second highest priority, which increased the mean rank score for pollution reduction.

<table>
<thead>
<tr>
<th>Most Important</th>
<th>2nd Most Important</th>
<th>3rd Most Important</th>
<th>4th Most Important</th>
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<tbody>
<tr>
<td>Local Food Production, Use, &amp; Security</td>
<td>32%</td>
<td>17%</td>
<td>23%</td>
</tr>
<tr>
<td>Pollution Reduction</td>
<td>26%</td>
<td>36%</td>
<td>21%</td>
</tr>
<tr>
<td>Natural Resources Advisory Group</td>
<td>26%</td>
<td>23%</td>
<td>19%</td>
</tr>
<tr>
<td>Uniform Recycling</td>
<td>17%</td>
<td>23%</td>
<td>36%</td>
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</tbody>
</table>
The formation of a county-wide advisory group for natural resources also received 26 percent of the first place votes, however it received the highest percentage of votes for the fourth most important priority. Establishing uniform recycling programs throughout the County was the highest priority for about one in six respondents.

Five respondents chose another “most important” item that was not on the list provided. Priorities that were written in the “other” most important category include renewable energy and developing an overall vision for sustainable living in the region.

Reasons for “Most Important” Choice

Those who chose pollution reduction as their top priority most frequently cited the environmental benefits as well as economic development associated with green jobs.

The most common themes among those for whom local food production and use were sustainability, creation of local jobs, and health benefits.

Among those who said the formation of a county-wide advisory group on natural resources is their top priority, a frequent theme was the advantage of developing a collective voice for natural resource issues that span governmental borders. The following quote illustrates that sentiment:

“A regional or at least county-wide approach is the most effective, efficient and equitable way of approaching natural resources issues. Regulatory, administrative and funding decisions by local, state and federal government have great impact on environmental matters. Any enhanced role or influence in the decision-making and priority-selecting actions of government could have a wide-reaching effect.”

The confusion and negative impact on recycling rates resulting from the “mixed bag of regulations and standards” among the local jurisdictions within Milwaukee County was a common theme among those who said establishing uniform recycling programs throughout the county was their top priority for natural resources program development.

Demographic Comparisons. Respondents from community organizations and UW-Extension respondents were more likely to rank local food production, use and security as their most important program option. Elected officials from cities were more likely to say that the formation of a county-wide advisory group to provide input on issues related to natural resources is their top priority.
Economic Development CNRED Program Priorities

As shown in Chart 4 and Table 4, the highest ranked option regarding economic development was to develop and implement an initiative for job creation through infrastructure repair. Nearly four in ten respondents said this was their top choice, and 28 percent said it was the second most important priority. Creating a targeted economic development plan in communities of color was the second most important priority, with 30 percent of the first place votes and 23 percent of the second place votes.

Growing green jobs and seeking non-traditional forms of revenue to be used exclusively for economic development activities received far fewer first place or second place votes.

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<th>Table 4. Economic Development Program Priorities</th>
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<td><strong>Most Important</strong></td>
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<td>---------------------</td>
</tr>
<tr>
<td>Job Devel. Through Infrastructure Repair</td>
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<tr>
<td>Targeted Econ. Devel. In Communities of Color</td>
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<tr>
<td>Non-Traditional Revenue for Econ. Devel.</td>
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<tr>
<td>Grow Green Jobs</td>
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</table>

Two respondents chose another “most important” item that was not on the list provided. Both were related to job development.
Reasons for “Most Important” Choice

Those who chose creating a job development initiative connected to repair of infrastructure saw multiple benefits. This initiative would create badly needed jobs during the current recession and would benefit the entire region by repairing infrastructure that has suffered from deferred maintenance. The following quote succinctly states that opinion:

“This is a win-win goal. Jobs are created, skills developed, and infrastructure gets improved.”

The foremost theme among those who said their top choice is developing a targeted economic development effort in communities of color is related to the pressing need to address the high rates of poverty among communities of color. The following quote illustrates that theme:

“The unemployment rate in Milwaukee's central city is horrific, one that exceeds the national unemployment rate in the Great Depression. That unemployment is linked closely to crime, drug use, family instability, poor performance in schools, etc. Although people across the socio-economic spectrum are being hurt by the current recession, we need to make sure that the communities of color are strongly represented in efforts to attract and develop jobs/businesses. A better mass transit system would theoretically put more jobs within reach of people in communities of color, but it is not the total solution.”

Those who chose the green jobs option see green jobs as a growth sector that represents the future direction of the economy.

The responses among those who said that their top choice is the creation of nontraditional sources of revenue dedicated to economic development throughout the county were focused on the following reasons: the need to avoid the use of taxes during a time when municipal budgets are already under great stress and the increased effectiveness of collaborative efforts.

Demographic Comparisons. Economic development programming focused on communities of color was the top ranked program by respondents from community organizations, Latino respondents, African-American respondents, and UW-Extension respondents. Elected city officials and non-elected administrators were more likely to rank exploring the creation of non-traditional revenue sources to fund economic development activities as their second most important priority behind job creation through infrastructure repair. Elected officials from villages were more likely to give a top priority ranking to green job development.
Cultural Arts CNRED Program Priorities

Among the listed priorities for cultural arts programming, two clear priorities emerged (Chart 5 and Table 5). Repair and maintenance of the county-owned cultural assets was selected as the most important priority by 40 percent of respondents, and an additional 43 percent ranked it as their second priority. Addressing the diminishing property tax support was the first priority of 43 percent of respondents and was ranked as the second highest priority by an additional 26 percent.

In comparison, exploring ways to overcome diminishing attendance at cultural arts institutions and exploring ways to enhance and develop arts within communities of color were more often ranked as third or fourth among the options.

One respondent chose another “most important” item that was not on the list provided and suggested creating a jobs program modeled after the New Deal program of the 1930s.

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<th>Table 5. Cultural Arts Program Priorities</th>
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<td><strong>Most Important</strong></td>
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<tr>
<td>Diminishing Property Tax Support</td>
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<tr>
<td>Infrastructure Maint. &amp; Repair</td>
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<tr>
<td>Devel. &amp; Retain Arts in Communities of Color</td>
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<tr>
<td>Diminished Attendance at Institutions</td>
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</tbody>
</table>

Chart 5. Cultural Arts Program Priorities

Mean Rank Values

1=4th Most Important

4=Most Important

- Infrastructure Maint. & Repair: 3.17
- Diminishing Property Tax Support: 2.96
- Devel. & Retain Arts in Communities of Color: 2.11
- Diminished Attendance at Institutions: 1.77
Reasons for “Most Important” Choice

Common themes among respondents who rated investing in the maintenance and repair of county owned cultural assets as their top priority were that these facilities are important to the quality of life in the county and private investment should be explored.

Among those who chose addressing the diminishing property tax contribution as their top priority, their primary reason is that parks, recreation and cultural programs/facilities are important contributors to the quality of life and economic vitality of the county. The following quote summarizes that opinion.

“These quality of life functions define a community and are the supporting cast in economic development. We need healthy, well-maintained parks, recreational, and cultural opportunities to attract and retain businesses and citizens in our County.”

The common theme among those that viewed enhancing the development of the arts in communities of color as the most important priority said that arts programs in communities of color have been underfunded and deserved more equitable funding.

Demographic Comparisons. Developing and retaining arts in communities of color was the most important priority among African-American respondents and Latino respondents. Respondents from community organizations said developing and retaining arts in communities of color was their second most important priority.

White, non-Hispanic respondents were more likely to give a second place priority ranking to exploring ways to address the diminishing property tax support for parks, recreation and culture.
Civil/Equal Rights CNRED Program Priorities

As shown in Chart 6, training on applicable laws received the highest mean rank among the three programming options listed in the survey. Table 6 indicates that nearly three in ten respondents chose this option as their most important priority; an additional 55 percent chose it as their second priority. Respondents had split opinions about a cultural relations summit; on one hand 40 percent gave it the highest rank, but this was counterbalanced by the 38 percent of respondents who ranked it third of the three options. The remaining option, exploring the creation of an Equal Rights Commission had the lowest mean rank score and the highest percentage of third place votes.

Two respondents chose another “most important” item that was not on the list provided: diversity circles and seeking ways to address previously identified housing discrimination issues.

<table>
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<th>Table 6. Civil/Equal Rights Program Priorities</th>
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<tbody>
<tr>
<td><strong>Most Important</strong></td>
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<tr>
<td>Cultural Relations Summit</td>
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<tr>
<td>Training on Applicable Laws</td>
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<tr>
<td>Equal Rights Commission</td>
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</table>
Reasons for “Most Important” Choice

The most common theme among those who said their top priority in this section is to provide additional training on applicable laws is that training is a positive way to overcome misunderstanding or ignorance of existing laws.

The foremost theme among those who chose a cultural relations summit as their top priority is that a summit will help create positive personal relationships and enhance goodwill. This will help create an environment for positive change. The following comment summarizes that theme:

“A summit can be a step toward providing enlightenment and strengthening the social-political foundation for later decision-making.”

Those who chose the formation of Equal Rights Commissions expressed opinions that were oriented toward taking action. They see investigation and enforcement as a more effective approach for addressing civil/equal rights issues. The following quote expresses that point of view:

“Actions that focus on helping people better value diversity are difficult to sustain. Focusing on discrimination can have a specific impact of the lives of people discriminated against.”

Demographic Comparisons. Among African-American respondents and Latino respondents, the creation of an Equal Rights Commission was ranked as the most important option rather than the county-wide cultural relations summit, which was the top-ranked for white respondents. The cultural relations summit had the highest ranking among elected city officials and UW-Extension respondents and the lowest ranking among respondents from community organizations.

Respondents in the age 35 to 44 group were more likely to say the formation of an Equal Rights Commission was their most important priority or second most important priority. Organizing a county-wide cultural relations summit was the most important option among respondents age 55 and older.
Conclusions

The results of this survey have identified priorities for program planning and development among the governmental officials and community organization leaders who gave their opinions.

Three of the top four overall priorities are directly related to economic issues: developing a county-wide poverty eradication plan, developing a targeted economic development effort in communities of color, and developing a comprehensive job development initiative through infrastructure repair. Even the second highest ranked priority, a county-wide strategy for public transit, was seen in an economic context by many respondents who view effective public transit as way to bridge the geographic separation between where people live and employment centers.

The ranking of programs within each topical area illuminates additional potential topics for program development in by the Milwaukee County CNRED educator, including programs for infrastructure maintenance and repair
Appendix A – Milwaukee County CNRED Program Priority Survey Comments

Q2a. Other “most important” priority – Community Development. (6 Responses)

- Economic development
- Building capacity for community economic development
- Addressing barriers and impediments to fair housing and affordable housing within the various municipalities of Milwaukee County. The studies have been done but little action has occurred to address the barriers identified.
- Job Training/Development
- Job retraining
- Economic development/job creation

Q3. Please explain why you believe the item you chose is most important to CNRED’s Community Development work in Milwaukee County (34 responses).

Q3a. Explore with cities and villages the need to establish a central crime prevention bureau in Milwaukee County that will assist cities and villages in their crime prevention efforts

- Because the perception of crime is that Milwaukee is not a safe place to raise a family. Look at the Mayor as someone who has been physically attacked as well as various murders across the city and it is no wonder that residents are scared and want to vacate Milwaukee County for this as well as having too high of a tax for residents to sustain. The population is swelling in areas in Ozaukee County. Just look at the demographic shift to see this for yourself.
- Crime impacts many things in our day to day lives. Economic development is worthless if people don't feel safe going there. We need safe neighborhoods so people will make efforts to know their neighborhoods again.

Q3b. Explore with cities and villages the need to assess affordable housing needs in the county and establish an initiative to address the need

- Addressing the housing-related problems associated with a labor/housing spatial mismatch would address several county problems simultaneously. Provision of a variety of housing opportunities particularly in communities with employment opportunities, will address the spatial mismatch. Provision of housing opportunities in generally "high-opportunity" communities (communities with high performing schools, low crime, transportation, access to health care etc.) will serve as a conduit to improved life outcomes and an improved county.
- There is an extremely large number of tax and bank foreclosed properties in Milwaukee County. This may produce vacant lots which will impact the safety and value of the community.
Q3c. Explore with cities and villages the need to develop and implement a county-wide poverty eradication plan

- Milwaukee County as the largest metro area in the state has more poverty and unemployed / underemployed than any other population. Therefore, I would like to see more done in the area of business development, entrepreneurship, and job readiness training. A good assessment would be to assess the job market and skilled labor force in the area to explore where the gaps are.

- With relevance to the other choices this should be the highest priority. To follow logic with the elimination of poverty housing becomes affordable, Transportation needs are reduced and crime decreases because people are at work.

- MPS strife, crime, joblessness and so much more relate to poverty in Milwaukee. When 31% of Milwaukee children live in poverty. This is the 10th worst poverty rate in the nation. In fact, 77% of Milwaukee Public School students qualify for free or reduced price meals. This is a disgrace and a responsibility of all the communities surrounding the city of Milwaukee. It affects the entire county and we all can help.

- Poverty drives all the other social issues that Milwaukee faces including education achievement, crime, etc. Poverty is the root problem and it needs to be addressed for Milwaukee to see improvement in any of the other areas.

- Eradication of poverty enables people to live full lives -- to be educated, to earn a living, to participate in the economy through home purchase, etc.

- While the two are certainly related, I can't imagine anything more important than focusing on employment/training opportunities as a means of "eradicating poverty". Employment for many of the under-employed populations in Milwaukee will necessarily require a training component in order to generate a sustainable wage. And, if we can't increase graduation rates, most of these populations will be facing a lifetime of poverty.

- Milwaukee addresses poverty issues to some degree, while surrounding communities do very little. A sound plan to identify "real" not perceived poverty would go a long way in addressing where true need exists. Such plan needs to take into account just how much government aid, be it Section 8 or Food Share, etc. each person of perceived poverty receives, then identify those who haven't the ability or knowledge of how such services are accessed. Some who claim to be at the poverty levels know better than most how to "use" the system. They need to be identified.

- I believe that if Extension works on a neighborhood by neighborhood approach to poverty eradication it will be more successful at addressing this city wide issue. This would allow Extension to work with each neighborhood in developing plans that are in line with where the neighborhood is relative to poverty. In some neighborhoods the issue may be more around sustaining the current status and in others it truly may be poverty eradication.

- Entrenched poverty, and the use of racist divisions to perpetuate that poverty, is the root of the separate and unequal societies that make up the mosaic of Milwaukee.

- Poverty impact us all and the issues that must be tackled impact housing, transportation, violence, income, etc. If we resolve this, we resolve many major issues that negatively impact our community.

- Poverty is the root of most social problems.
- Families and individuals in poverty tend to have poorer health, and less resources for education, housing, etc. Poverty eradication is a multifaceted concern. Thus though this is what I noted as number one it will include some work in other areas noted.

- Eliminating poverty will most likely have a positive effect on crime rates, reducing the need for police services and shifting those resources and monies to the better good of the entire city.

- Poverty has an affect on everyone although it may not be apparent. It is often the root cause of other social and crime problems.

- Where there isn’t any poverty there is less crime and not a great need for low income housing.

- If this is accomplished, it will set us up to work on the crime issues.

- The growing population that live in poverty is the MOST important issue that faces Milwaukee County. This has an impact upon all areas suggested. Crime, economic development, housing, etc.

**Q3d. Explore with cities and villages the need to develop and implement a county-wide strategy for public transit services**

- Public transit funding in very difficult situation, and continued cuts just lead to a death spiral for transit.

- If people can not have adequate access to public transit to places where the jobs are located they will not be able to sustain themselves. We can solve the problem of traffic, pollution, insurance cost and affordable living by focusing on public transit.

- Transit impacts on jobs and so many other issues vital to the economic vitality of our region.

- For the time being, the Milwaukee County Transit System is the only regional transit system we have. Without effective transit, we cannot solve problems of poverty, housing, and crime. Crime is primarily the concern of cities and towns, not the County.

- A reliable transit system would provide the means to get workers to and from jobs. A rise in employment would have a positive effect on the other initiatives.

- Transportation is critical to employment, healthcare, and other services. A coordinated plan with a focus on "green" technology and broad, easy access to public transportation will improve the economy and the environment.

- Affordable, accessible public transportation (bus & rail) is vital for economic development and for enabling people to get to jobs and entertainment/recreation. It also is good for the environment.

- A regional transportation system (e.g., RTA) could be realized if the State Legislature made this a priority. This is the most important element for "community development" in the near future, because Milwaukee severely lacks good transportation options that connect people to opportunities, which already exist. Throughout Milwaukee County and the region, employers are hiring, but unemployed people cannot reach those jobs without adequate public transportation. (This would address the "poverty" option more effectively than some kind of plan to "eradicate"
poverty -- Milwaukee already has more than enough non-profits that fit that mission.) Transportation is far and away the issue where Milwaukee lacks in comparison to similar-sized cities with similar demographics.

Q3e. “Other” most important priorities.

- To address all areas mentioned, the county needs jobs and economic development. Improved county and regional transit can best help get jobs and economic development, reducing poverty, crime, and making housing affordable. (“Economic development”)
- The other four items are also important, but organizing the community for economic development is a broader and basic need to help the citizenry. The others topics are related and may be a strategy element to address the economic development issue. (“Building capacity for economic development”)
- Jobs create purpose and focus, without jobs (a purpose) we're like swarming bees. Given a purpose, we are calm and productive, working together toward peace. (“Job training/development”)
- Economic transition and a breakdown in the education system in major parts of Milwaukee County make it imperative that we focus our money and efforts at making sure our citizens can get a decent job and provide for themselves and their families. (“Job retraining”)
- Because most of the other programs will come along with economic development. (“Economic development/job creation”)

Q5. Other “most important” priority – Natural Resources (5 responses).

- Overall vision for living sustainably in southeastern Wisconsin
- Renewable Energy
- Integrating the importance of natural resources into the fabric of Milwaukee County
- Water quality and sewerage treatment
- Shoreline Stabilization

Q6. Please explain why you believe the item you chose is most important to CNRED's Natural Resources work in Milwaukee County (32 responses).

Q6a. Explore with cities and villages ways to develop strategies for reduction in all points of pollution in the county

- Inner cities have been the dumping ground for toxic waste from manufacturing companies which for one reason or another have either closed or relocated to other locations leaving behind these profound health concerns to the residents in the area.
- A focus on all pollution will improve our environment and health outcomes for citizens.
• Once identified, public education will allow for such points to be on the minds of all citizens.

• With the limited personnel that Extension has it is important to focus on initiatives that can be accomplished within the resources available. Attempting this initiative on a neighborhood by neighborhood basis may be the most realistic. An attempt could also be made to have each neighborhood become a model for others.

• When you reduce pollution you create more green space and recycling is part of clearing pollution.

• By working to reduce pollution, perhaps we can create "green" jobs too.

• As an umbrella, it would be inclusive of improving food, recycling, and the other mentioned items.

Q6b. Explore with cities and villages ways to develop strategies to enhance local food production, use, and security in the county and region

• You can not replace Mother Nature.

• In my mind this is a no brainer! People who are poor need options and methods to provide healthier food choices.

• The future belongs to those regions that can demonstrate self-reliance and initiative.

• Local food production is important to a self-sustaining and healthy community.

• Food issues are impact childhood obesity, adult health issues and the ability of low income families to eat healthy.

• Maintaining health is important to a community. Local food production provides jobs, enhances family income, and increases food security.

• The increase cost to transport, grow food has increased over the years - as with any resource it is important to have a backup so not to exhaust current resources - if individuals have limited selection some will purchase whatever is available in the area with little thought to the cost - believing it is the best option.

• A large number of our residents live in poverty. They are offered limited resources, helping them best use resources so that they may best feed their family is very important. If they do not have food to live it will be difficult to move forward any other efforts.

• Increased/enhanced local food production should be the goal. Growing Power, Fondy Market, Walnut Way -- these are successful because there is momentum and widespread community support. (Not only from average residents, but also politically from leaders like Alderman Hines.) Another "advisory group" should not be a goal.

• Food security is important because when you're hungry, you don't care about pollution. In food security and production, you are minimizing the impact of the footprint.
• We have an agricultural element in the State of Wisconsin - eating healthy, and supporting local farmers is a win win situation. It will lead to better health for residents as well as better economics for our struggling agrarian element.

Q6c. Establish a county-wide advisory group comprised of representatives from cities and villages throughout the county to proactively provide input on federal, state, and local matters related to natural resources in the county

• We need an effective overall strategy to deal with natural resources issues in our County. Recycling, etc., comes under that notion.

• There are many issues that are advancing so fast that the County will likely have little impact if action isn't taken soon. The invasion of the silver carp into Lake Michigan is just one example.

• A cohesive voice often has more influence than smaller, individual ones.

• A regional or at least county-wide approach is the most effective, efficient and equitable way of approaching natural resources issues. Regulatory, administrative and funding decisions by local, state and federal government have great impact on environmental matters. Any enhanced role or influence in the decision-making and priority-selecting actions of government could have a wide-reaching effect.

Q6d. Explore partnership with cities and villages to establish uniform recycling programs throughout the county

• We have a mix bag of regulations and standards that it is confusing for people just in Milwaukee County. We are wasteful society that can be better educated to reduce waste and know how to properly recycle. Communities earn revenue from recycling commodities and can earn even more if the recyclable material is properly placed.

• Recycling is a basic and nearly universally supported good idea; few people would argue against it. People will recycle more if it is easy, but simple barriers impede participation. Some communities charge for containers, others pick up only monthly; and enforcement is lax throughout the County; all of these factors suppress full participation and reduce effectiveness.

• While Natural Resources is not our organization's area of interest, it seems that establishing uniform recycling procedures would be beneficial and be something the County could realistically impact.

• It should relatively easy.

• This is a major issue. What to do with our trash....we need options and answers.

Q6e. “Other” most important priorities.

• I have broadened this item in recognition that the exploration of this topic with multiple governmental is one strategy element. One cannot talk natural resources in Milwaukee County without bringing in the importance of a sustained parks system so I think that the future of the parks system needs to woven into this topic. (What is the vision sketch for the type of parks system we want in 20 years?) (“Integrating the importance of natural resources into the fabric of Milwaukee County”)
Can you say billions squandered on the deep tunnel and massive sewerage overflows into Lake Michigan? (“Water quality and sewage treatment”)

The lake is our greatest asset and without focus on the erosion the lake will impact economic development efforts. (“Shoreline stabilization”)

Incorporates all the rest of the items. (“Overall vision for living sustainably in Southeastern Wisconsin”)

We really need to conserve natural resources by using renewable energy and do a better job of recycle and reuse. (“Renewable energy”)

Q8a. Other “most important” priority – Economic Development. (2 Responses)

- Job development
- Attract manufacturing and industrial jobs back to Milwaukee.

Q9. Please explain why you believe the item you chose is most important to CNRED’s Economic Development work in Milwaukee County (32 responses).

Q9a. Explore with cities and villages the need to develop and implement a comprehensive job development initiative through infrastructure repair

- After South Milwaukee incident - how are all the cities in the county doing?
- We have a severe unemployment problem in metro Milwaukee. One solution, however temporary, is to create a program like the CCC during the New Deal and put everyone to work.
- People need jobs and the county's infrastructure needs to be repaired and maintained. These are skilled jobs that could provide training and serve workers well as they move into the private sector.
- This is a win-win goal. Jobs are created, skills developed, and infrastructure gets improved.
- You create jobs when you repair infrastructure.
- Government spending on infrastructure is significant and deferred maintenance and replacement schedules at all levels of government indicate that spending in these areas will increase. The local economies experience an economic leakage of purchasing power due to the fact that the majority of wages paid and materials purchased through construction contract are paid to workers and companies outside of the County. Government is a poor creator of jobs, but to the extent that they are a major buyer of services they can better direct the economic benefits to remain within their native economies.
- Infrastructure is the base that all other activities depend on, green or otherwise.
- Instead of spending millions of dollars on trains that few will use, fix the streets in each city first.
- Not only do you put people to work, you repair an infrastructure that is in great disrepair. The benefits are good paying jobs not only in the construction industry, but in those supportive industries as well.
Q 9b. Explore with cities and villages the need to create a nontraditional revenue source (no fees or taxes) that would be used solely for economic development activities in the county's cities and villages

* Working together, if one municipality gains jobs, workers can come from any municipality. If one gains, all gain.

* Let's get the economy rolling again. Taxes as stated previously are too high. Have you ever had someone say that they are paying not enough in taxes?

* Economic development is haphazard across municipalities, and discussion of a common revenue source would also assist in collaboration in other areas.

* Resources other than government have to be encouraged to come to the table and help identify without added government costs, what would be beneficial is encouraging new business development and sustaining that which is already in place.

* Creative revenue generation can help cities with stressed budgets.

* No one wants to pay more and more in taxes...we have got to come up with new and inventive ways to create revenues to give tax relief.

Q9c. Explore with cities and villages the need for a collaboration to grow green jobs throughout the county

* We have a unique opportunity to change our economic infrastructure with an industry that will not be a burden to the environment and a boost to the area lifestyle. Green jobs are the focus of the nation and soon the world. We should be on the cutting edge rather than bringing up the rear.

* Here we can protect and sustain our place while protecting and sustaining its people.

* Green jobs are the future of employment. I think we need to stay ahead of this trend.

Q9d. Explore with cities and villages the need to develop and implement a targeted economic development effort in communities of color

* I find all to be important concerns that need to be address. Therefore it was difficult to prioritize, however with the disproportion of poor, limited income and unemployed people in communities of color certainly more is needed in this area.

* This goes directly back to the first question. Poverty has a higher impact on communities of color.

* Milwaukee has the unique distinction of being one of the most segregated areas in the country. We need to change that reality and work toward an vision that works to support and advance all segments of the community.

* Lack of employment for the poorest in our community creates many problems that ultimately increases taxpayer costs without any benefit. The cost of imprisonment does not produce much value for the community.
If the high unemployment rates for communities of color are not addressed, it will be difficult to have any impact on the general economy of the Milwaukee region.

Unfortunately there are too many players, in Milwaukee County and City, already attempting to address economic development issues. The sad truth is that even with all this attention the city and county still have not developed a true comprehensive and sustained economic development plan. Extension may make a true contribution by not attempting to do what all this other horse power has not been able to do, rather its contribution may be by being focused around a portion of the economic arena it can put its arms around. Working with communities of color in developing a realistic economic development plan around the strengths and talents of this community may be the way to go.

This is a true strategic issue for Milwaukee County.

The unemployment rate for black males is greater than 50%. The first three items in this part of the survey are all vitally important to revitalizing our community.

The unemployment rate in Milwaukee's central city is horrific, one that exceeds the national unemployment rate in the Great Depression. That unemployment is linked closely to crime, drug use, family instability, poor performance in schools, etc. Although people across the socio-economic spectrum are being hurt by the current recession, we need to make sure that the communities of color are strongly represented in efforts to attract and develop jobs/businesses. A better mass transit system would theoretically put more jobs within reach of people in communities of color, but it is not the total solution.

In a previous question, we explained that affordable housing should be located where the employment and other life-improving opportunities exist. Along the same line of thought - employment and other economic opportunities should be created in communities where the affordable housing and unemployed labor force exists.

Individuals of color may have more restrictions placed on their ability to obtain, maintain employment that support a livable wage - minimum wage may not be sufficient to support a family - development of transfer skills are necessary to sustain the community.

Traditionally, communities have limited resources available to them. I believe there are some resources in Milwaukee, CNRED's role will be to help foster a connection within those resources and identify gaps.

Q9e. “Other” most important priorities.

I think job development in any form is the key to economic development in the County. (“Job development”)

Why are jobs leaving Milwaukee, Detroit, Cleveland, etc. and moving to southern cities in southern states like Georgia, South Carolina, Texas, etc.? It is largely due to Wisconsin laws that penalize employers and favor labor unions. We must entice major employers to move to Milwaukee and stay in Milwaukee. Increasing wage rates via wage legislation always sounds good, but we end up shooting ourselves in the foot, because the private sector gives up on Milwaukee. Just because you pass a law that requires works to make $50, $60 or $70 per hour does NOT mean that you are creating jobs at those wages. Most times you are sending them out of Milwaukee. (“Attract manufacturing and industrial jobs back to Milwaukee”)

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Q11. Other “most important” priority – Cultural Arts. (1 Response)

- Create art workers in the model of the CCC art projects and workers of the last depression

Q12. Please explain why you believe the item you chose is most important to CNRED's Cultural Arts work in Milwaukee County (24 responses).

Q12a. Explore with cities and village ways to address diminishing property tax levy contribution to parks, recreation, and culture

- Parks are what sell people to neighborhoods and to this county. We have ignored our second greatest asset (first one being Lake Michigan) and have diminished their value. If we do not enhance the parks and its other assets we will be just a sub par community.

- Because of the reduction to the parks, recreation and culture, studies are currently being conducted on the impact of obesity and poor children. With recreation activities being eliminated in urban areas is it any wonder the children are becoming obese? When I grew up in Milwaukee the parks offered ice skating and sledding in the winter months and in the summer there were activities such as basket ball (full court), baseball, and a host of recreation center on the school grounds like tether ball, chess, checkers, four square, bean bag these areas of recreation no longer exist in the inner city and some want to close the only two community centers currently open.

- Our ability to support public infrastructure will be dependent on economic growth.

- Parks, recreation, culture are key quality of life of assets that provide Milwaukee with a competitive advantage, vis-a-vis other regions, provided they are properly maintained.

- Without good funding sources, no other arts initiative will be possible.

- This is another strategic issue in Milwaukee County since considerable research on successful cities in the new economy point to the importance of high level parks integrated in quality places.

- These quality of life functions define a community and are the supporting cast in economic development. We need healthy, well-maintained parks, recreational, and cultural opportunities to attract and retain businesses and citizens in our County.

- We should have good well kept parks for our citizens and for enticing new people to move in with new jobs.

- The people have spoken: they want a dedicated source of funding, a 1% sales tax, for transit, park, recreation, and culture; and EMS. Why isn't government listening? Talk of districts without stabilized funding is simply a distraction from the real problem; it is the policy equivalent of rearranging the deck chairs on the sinking Titanic.

- We need new creative ideas now.

- The cultural/social inheritance that we received from prior generations has been put at significant risk by declining tax support for the maintenance and enhancement of parks, recreation and culture. When one looks at the things that make Milwaukee and Milwaukee County special places to live, it is the parks/recreation/culture components that stand out. When one looks at the need to engage youth in positive, formative experiences, recreation and cultural activities are critical though often intangible factors. In some cases, more formally organized volunteer efforts and
private donations can be a big help. In other cases, advocates need to make a different case that some things in life are worth making sacrifices for.

**Q12b. Explore with cities and village ways to invest in the maintenance and basic infrastructure repair needs at county-owned cultural assets**

- Look at the freeways and how lack of monies for infrastructure is affecting us now.
- County investment in infrastructure has been almost non-existent. Parkways and park assets are literally falling apart.
- It is easy in a time of economic strife to diminish the Arts, but I truly believe it is what keeps us alive. Studies show children learn better when they study music. Art visually challenges our minds. Helping maintain the facilities and work public private partnerships to keep the facilities utilized is important.
- We have a great parks system that has over years been neglected and has fallen into disrepair. The parks are an important asset and add to our community's quality of life.
- It is essential to maintain and support existing infrastructure of county cultural assets.
- The county-owned facilities allow for people who may not be able or aware of the Arts. It allows families to participate in the Arts.
- Consider private investment.
- Parks and Arts are hugely important, but infrastructure is the real need of the hour in Milwaukee. (Parks is a close second.).
- We need to develop new ways to fund these needs for our communities.

**Q12c. Explore with cities and village ways to implement strategies to overcome diminished attendance at institutions**

- I only selected this one as I haven't got a clue what is meant by diminished attendance at institutions. Maybe a more direct question would be more readily understood!
- The county needs to being investing in all areas, rather than disinvesting. Privatization does no good, costs more and sends workers into the unemployment line. This no increase in any type of tax has to stop.

**Q12d. Explore with cities and village ways to enhance the development and retention of the arts in communities of color**

- There is a quiet tension within the arts and culture community between those that cater to the general community (predominately white) and those the cater to communities of color. A significant reason for this tension is the disparity between the public, foundation and philanthropic dollars that flow to both parties. Communities of color sense that they continue to be viewed as a fringed and quaint form of art or culture. Extension can add significantly to increase the visibility of the art and culture of communities of color.
• The arts in communities of color have been traditionally underfunded and under supported. The arts are a valuable way to cultivate self expression, introspection and positive self concept even during difficult times.

Q14. Other “most important” priority – Civil/Equal Rights. (2 Responses)

• Diversity Circles

• Address known impediments and barriers to fair and equal housing. MMFHC has done the analysis, but their reports end up on a shelf with little action.

Q15. Please explain why you believe the item you chose is most important to CNRED's Civil/Equal Rights work in Milwaukee County (23 responses).

Q15a. Explore with cities and villages the need for a county-wide cultural relations summit to learn how to best serve the county’s diverse population

• It is no secret that Milwaukee has big integration issues and the fact that 31% of Milwaukee children live in poverty. This is the 10th worst poverty rate in the nation. Is a huge disgrace. There needs to be better integration in our suburbs surrounding Milwaukee City. When black males have such unbelievable unemployment numbers it is disgusting. We can all embrace poverty and destruction in Haiti, but can't make it a priority in our own backyards is terrible.

• Poisonous perceptions that exists between different segments of the community can most effectively be overcome through personal relationships.

• This seems to be an issue of education vs. enforcement.

• This is a good starting point. What is the long range vision desired value system for the essentials of a “way of being” that will be beneficial to all citizens of Milwaukee County. (note: this actually may be another way of framing this topic).

• If you can accomplish this the other two will fall in line.

• Our county is not diverse and we need to change that.

• Any effort to better serve the county's diverse population ultimately will depend upon the cultural understanding and goodwill of a broad spectrum of its citizens. A summit can be a step toward providing enlightenment and strengthening the social-political foundation for later decision-making. Holding a summit also does not presuppose problems and solutions from any one perspective. Understanding and ideas can flow to and from suburbs and city, rich and poor, etc.

• This will precipitate the other topics noted.

Q15b. Explore with cities and villages the need for training that will strengthen their knowledge of civil rights and equal opportunity laws germane to their operations

• Summits work for one day, then fizzle. Regular training on civil rights issues is more important. The state and federal governments already have equal rights agencies, and local agencies will be duplicative.
• Government representatives should have a working knowledge of civil rights and relevant laws. Without this knowledge, county employees are not serving the best interest of citizens.

• Sometimes ignorance or misunderstanding of the law results in poor decisions and actions. Training is a positive way to ensure entities are aware of individuals' civil rights.

• Trainings are more likely to be effective than the other two options.

• A large number of individuals have no knowledge of civil rights and/or equal opportunity laws.

Q15c. Explore with cities and villages the need to establish an Equal Rights Commission to investigate, study, and resolve issues of discrimination

• What is currently being done on this front?

• Action is needed to change the attitude toward persons of color in our county. It is 2010 and we have situations right of the 60's fight for civil rights. Situation in Milwaukee will not change with talk. Action is needed to make all people feel like they are invested citizens in the success of the community.

• While many cities and villages have the authority to create a civil rights commission few have implemented this right.

• There are plenty of discriminatory practices in housing and employment that should be reviewed and solved.

• Investigation and enforcement, similar to the work of the fair housing council, must be used to battle the entrenched Jim Crowism of Milwaukee.

• Actions that focus on helping people better value diversity are difficult to sustain. Focusing on discrimination can have a specific impact of the lives of people discriminated against.

• Each community needs to take leadership in Civil/Equal Rights work.

• The Equal Rights Commission was already established by Common Council President Hines. It has been operating for about a year now. However, this WAS the most important issue on your list.

• We need an Equal Rights Commission. We don't need to explore summits or round table discussions. We need to start addressing the issues.

Q15e. “Other” most important priorities.

• Forget trying to change large public institutions and the community as a whole. This is another situation that is being addressed by way too many individuals, organizations, institutions and funding sources and, yet, the community is still very racist. Extensions greatest contribution may come by implementing such things as Diversity Circles, neighborhood revitalization initiatives (using CDBG funds) and other creative civil/equal rights programs that can be easily replicated. A significant problem with many initiatives currently in the community is that they quickly become too complicated or cumbersome to sustain. The most recent example is the Milwaukee MOSAIC Partnership Program. (“Diversity Circles”)
Q17. Which category best describes your role? “Other” responses (1 response)
   • Elected official in Milwaukee County

Q22. Select the category that best describes your ethnic group. (1 response)
   • Human
Appendix B – Quantitative Summary of Responses by Question

MILWAUKEE COUNTY CNRED NEEDS SURVEY
Because of your important role, your input will be invaluable in our effort to develop the focus for CNRED's work in Milwaukee County. The issues and topics listed are not exhaustive but is rather intended to provide an initial indication of where possible needs and, therefore, potential focus exist. Please assist us by taking a few moments to answer the questions that follow. Be assured that your answers and comments are confidential and will be aggregated with other responses.

COMMUNITY DEVELOPMENT: CNRED's Community Development work seeks to expand civic engagement with training that meet the needs of cities, villages, and Milwaukee County in general, and enhance community development decision-making with university research.

1. Based on your experience and opinion, please rank each of the following issues in order of importance.

Choose "1" next to what you feel should be the most important focus of CNRED's Community Development work, choose "2" next to the second most important focus, and so on. Remember, no two can have the same ranking. This list is not exclusive. There will be opportunity for you to add to the issues listed.

_____ a. Explore with cities and villages the need to establish a central crime prevention bureau in Milwaukee County that will assist cities and villages in their crime prevention efforts

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_____ b. Explore with cities and villages the need to assess affordable housing needs in the county and establish an initiative to address the need.

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_____ c. Explore with cities and villages the need to develop and implement a county-wide poverty eradication plan

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2. In the preceding question, you said option 1 should be the most important focus of CNRED's Community Development work. If there is an issue that you believe is more important than option 1, please mark 'other' and write what the issue is in the text box. Otherwise, mark the first choice.

Option 1: 87% Other Option: 13% ‘Other’ Options: See Appendix A

3. Please explain why you believe the item you chose is most important to CNRED's Community Development work in Milwaukee County. See Appendix A

**NATURAL RESOURCES**: CNRED's Natural Resources work seeks to monitor and sustain biodiversity in various ecosystems while recognizing many are used to satisfy our wants and many natural resources are essential for our survival.

4. Based on your experience and opinion, please rank each of the following issues in order of importance.

Choose "1" next to what you feel should be the most important focus of CNRED's Natural Resources work, choose "2" next to the second most important focus, and so on. Remember, no two can have the same ranking. This list is not exclusive. There will be opportunity for you to add to the issues listed.

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5. In the preceding question, you said option 1 should be the most important focus of CNRED's Natural Resources work. If there is an issue that you believe is more important than option 1, please mark 'other' and write what the issue is in the text box. Otherwise, mark the first choice.

Option 1: 89%  Other Option: 11%  ‘Other’ Options: See Appendix A

6. Please explain why the item you chose is most important to CNRED's Natural Resources work in Milwaukee County. See Appendix A

**ECONOMIC DEVELOPMENT**: CNRED's Economic Development work seeks to increase the standard of living for Milwaukee County's residents with sustained growth to a modern, high-income economy using economic development training and technical assistance.

7. Based on your experience and opinion, please rank each of the following issues in order of importance.

Choose "1" next to what you feel should be the most important focus of CNRED's Economic Development work, choose "2" next to the second most important focus, and so on. Remember, no two can have the same ranking. This list is not exclusive. There will be opportunity for you to add to the issues listed.

- a. Explore with cities and villages the need to develop and implement a comprehensive job development initiative through infrastructure repair

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- b. Explore with cities and villages the need to create a nontraditional revenue source (no fees or taxes) that would be used solely for economic development activities in the county's cities and villages

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- c. Explore with cities and villages the need for a collaboration to grow green jobs throughout the county

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- d. Explore with cities and villages the need to develop and implement a targeted economic development effort in communities of color

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8. In the preceding question, you said option 1 should be the most important focus of CNRED's Economic Development work. If there is an issue that you believe is more important than option 1, please mark 'other' and write what the issue is in the text box. Otherwise, mark the first choice.

Option 1: 95% Other Option: 5% ‘Other’ Options: See Appendix A

9. Please explain why the item you chose is most important to CNRED's Economic Development work in Milwaukee County. See Appendix A

**CULTURAL ARTS:** CNRED's Cultural Arts work seeks to strengthen and expand socioeconomic impact of different art forms in Milwaukee County.

10. Based on your experience and opinion, please rank each of the following issues in order of importance.

Choose "1" next to what you feel should be the most important focus of CNRED's Cultural Arts work, choose "2" next to the second most important focus, and so on. Remember, no two can have the same ranking. This list is not exclusive. There will be opportunity for you to add to the issues listed.

_____ a. Explore with cities and village ways to address diminishing property tax levy contribution to parks, recreation, and culture

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_____ b. Explore with cities and village ways to invest in the maintenance and basic infrastructure repair needs at county-owned cultural assets

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_____ c. Explore with cities and village ways to implement strategies to overcome diminished attendance at institutions

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_____ d. Explore with cities and village ways to enhance the development and retention of the arts in communities of color

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11. In the proceeding question, you said option 1 should be the most important focus of CNRED’s Cultural Arts work. If there is an issue that you believe is more important than option 1, please mark 'other' and write what the issue is in the text box. Otherwise, mark the first choice.

Option 1: 98% Other Option: 2% ‘Other’ Options: See Appendix A
12. Please explain why the item you chose is most important to CNRED's Cultural Arts work in Milwaukee County. **See Appendix A**

**CIVIL/EQUAL RIGHTS:** CNRED's Civil/Equal Rights work seeks to strengthen institutions' administrative application of civil/equal rights laws, germane to their operations, to achieve full inclusion in all facets of their operations and eliminate the act of intentional and unintentional discrimination.

13. Based on your experience and opinion, please rank each of the following issues in order of importance.

Choose "1" next to what you feel should be the most important focus of CNRED's Civil/Equal Rights work, choose "2" next to the second most important focus, and so on. Remember, no two can have the same ranking. This list is not exclusive. There will be opportunity for you to add to the issues listed.

_____ a. Explore with cities and villages the need for a county-wide cultural relations summit to learn how to best serve the county’s diverse population

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_____ b. Explore with cities and villages the need for training that will strengthen their knowledge of civil rights and equal opportunity laws germane to their operations

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_____ c. Explore with cities and villages the need to establish an Equal Rights Commission to investigate, study, and resolve issues of discrimination

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14. In the preceding question, you said option 1 should be the most important focus of CNRED's Civil/Equal Rights work. If there is an issue that you believe is more important than option 1, please mark 'other' and write what the issue is in the text box. Otherwise, mark the first choice.

Option 1: **95%** Other Option: **5%** ‘Other’ Options: **See Appendix A**

15. Please explain why the item you chose is most important to CNRED's Civil/Equal Rights work in Milwaukee County. **See Appendix A**
16. From your earlier responses, please pick the one item that you believe is the MOST IMPORTANT OVERALL in terms of CNRED's work in Milwaukee County.

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<tr>
<td>6%</td>
<td>1a. Explore with cities and villages the need to establish a central crime prevention bureau in Milwaukee County that will assist cities and villages in their crime prevention efforts</td>
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<td>1b. Explore with cities and villages the need to assess affordable housing needs in the county and establish an initiative to address the need</td>
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<td>1c. Explore with cities and villages the need to develop and implement a county-wide poverty eradication plan</td>
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<td>1d. Explore with cities and villages the need to develop and implement a county-wide strategy for public transit services</td>
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<td>4a. Explore with cities and villages ways to develop strategies for reduction in all points of pollution in the county</td>
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<td>4b. Explore with cities and villages ways to develop strategies to enhance local food production, use, and security in the county and region</td>
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<td>4c. Establish a county-wide advisory group comprised of representatives from cities and villages throughout the county to proactively provide input on federal, state, and local matters related to natural resources in the county</td>
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<td>4d. Explore partnership with cities and villages to establish uniform recycling programs throughout the county</td>
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<td>7a. Explore with cities and villages the need to develop and implement a comprehensive job development initiative through infrastructure repair</td>
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<td>7c. Explore with cities and villages the need for a collaboration to grow green jobs throughout the county</td>
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<td>7d. Explore with cities and villages the need to develop and implement a targeted economic development effort in communities of color</td>
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<td>10b. Explore with cities and village ways to invest in the maintenance and basic infrastructure repair needs at county-owned cultural assets</td>
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<td>10c. Explore with cities and village ways to implement strategies to overcome diminished attendance at institutions</td>
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<td>10d. Explore with cities and village ways to enhance the development and retention of the arts in communities of color</td>
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<td>13b. Explore with cities and villages the need for training that will strengthen their knowledge of civil rights and equal opportunity laws germane to their operations</td>
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<td>13c. Explore with cities and villages the need to establish an Equal Rights Commission to investigate, study, and resolve issues of discrimination</td>
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**Demographic Information.** The following questions are intended for statistical purposes only. Your responses are anonymous and will be reported in group form only.

17. Which category best describes your current role?
   - **11%** UW Extension staff
   - **13%** Non elected administrator
   - **6%** Elected public official in village
   - **0%** Elected public official in town
   - **28%** Elected public official in city
   - **40%** Community Organization
   - **2%** Other, specify: See Appendix A

18. Please enter your residential Zip Code Data suppressed to protect individuals' confidentiality due to several ZIP codes with only one respondent.

19. Please enter your work Zip Code Data suppressed to protect individuals' confidentiality due to several ZIP codes with only one respondent.

20. Gender:
   - **57%** Male
   - **43%** Female
   - **0%** Other

21. Age Range:
   - 18 - 24  25 - 34  35 - 44  45 - 54  55 - 64  65+
   - **0%**  **11%**  **15%**  **34%**  **32%**  **9%**

22. Select the category that best describes your ethnic group:
   - **80%** White, non-Hispanic
   - **7%** Hispanic or Latino
   - **11%** African American
   - **0%** American Indian or Native Alaskan
   - **0%** Asian
   - **0%** Native Hawaiian or other Pacific Islander
   - **2%** Other, please specify See Appendix A

This completes our survey. Thank you for your participation – your feedback is critical.
Appendix C: CNRED Asset and Needs Assessment

Milwaukee County Demographic Overview

Milwaukee County is a diverse and a resource rich community. Twenty cities and villages comprise the county. As of the 2000 census, the county had a population of 940,164. Its estimated 2008 population was 953,328 as of the 2007 census estimate, there were 951,026 people, 377,729 households, and 225,126 families residing in the county. The racial makeup of the county was 65.62% White, 24.59% Black or African American, 0.72% Native American, 2.57% Asian, 0.04% Pacific Islander, 4.25% from other races, and 2.21% from two or more races. 8.77% of the populations were Hispanic or Latino of any race. 25.0% were of German, 10.9% Polish and 5.3% Irish ancestry according to Census 2000. The 377,729 households comprised 29.50% children under the age of 18, 39.00% were married couples living together, 16.30% had a female householder with no husband present, and 40.40% were non-families. 33.00% of all households were made up of individuals and 10.70% had someone living alone who was 65 years of age or older. The average household size was 2.43 and the average family size was 3.13. In the county, the population was spread out with 26.40% under the age of 18, 10.50% from 18 to 24, 30.30% from 25 to 44, 20.00% from 45 to 64, and 12.90% who were 65 years of age or older. The median age was 34 years. For every 100 females there were 92.00 males. For every 100 females age 18 and over, there were 88.10 males. In 2000, the county is at the center of the Metropolitan Area and has a residential pattern of Blacks versus Whites that is the most extremely segregated in the country, according to the U.S. Census Bureau.

CNRED’s Community Development work seeks to use university research and expand civic engagement to address concerns in cities, and villages, and Milwaukee County in general.

Community Development Overview

Milwaukee County as a community holds about one quarter of the state’s wealth base. The County is comprised of 19 fully incorporated communities, each with its own "home rule" powers which, in simple terms means an incorporated municipality can do anything not prohibited by law. Counties, on the other hand, exercise only those powers specifically granted by the State. The government of Milwaukee County is the largest general government within the State of Wisconsin. However, the County has little or no involvement in education, protective services (police and fire, excluding the criminal justice/court system), public infrastructure and utilities (with notable exceptions for parks, freeways, airports, and transit), or sanitation. Each of these functions is distinct and even dramatic in their affect on how people in southeastern Wisconsin live. However, the County has little ability to affect policy in these matters.

Milwaukee County government’s most visible aspects of its functions focus on organization and the flow of money for persons in poverty, the County is also in a unique position to note the impacts of social change, especially those occurring on a scale above municipal boundaries. Because
its geographic boundary crosses community lines, the County can fulfill a role in coordinating resources and actions to both respond to, and to proactively create, social change. Such coordination need not involve the entire County, nor is County government the only appropriate actor in this capacity. This role does exist, however, and as the cost of operating branches of government within the confines of overlapping geographic boundaries and repetitive services that can be coordinated in a collaborative and more efficient manner, this role may become more prominent. The County, because of the way some federal programs are structured, has access to resources that can have a huge socioeconomic impact in areas that are appropriate for the County to do so.

An example of this potential impact is seen in the county’s use of Federal Community Development Block Grant funds and the community participation process involving the cities and villages in the county to the development of the Housing and Urban Development Consolidated Plan which is a perquisite process for the granting of block grant funds. The plan development process and implementation action steps covers 16 suburban communities (except the Cities of Wauwatosa and West Allis) that participate as "the urban county" in the Community Development Block Grant Program, as well as community development efforts taking place within the City of Milwaukee. The Plan also covers the three entitlement jurisdictions (the Cities of Wauwatosa and West Allis, and Milwaukee County representing 16 suburban communities) compromising the HOME Program Consortium.

According to the Consolidated Plan, Milwaukee County faces nine complex community development issues. These issues have impacts that reach into every fold of the County's social fabric. The issues drive the strategic direction of the Plan and the use of Federal Block Grant funds allocated by the Department of Housing and Urban Development and administered locally by the Milwaukee County Department of Administration. The nine issues are:

1. The traditional nuclear family of two biological parents and their children now makes up less than half (39%) of the County's households. A single parent, most of whom are female, heads Two in 10 households (21%). Four of every 10 households (40%) comprise one or more unrelated, non-institutionalized persons.

2. While the County is becoming younger the elderly still make up significant numbers of some community's populations (33%) and continue to be the largest category of household in need of assistance, it is of note that 2000 Census data show that the percentage of elderly declined in 16 of 19 County communities from 1990 - 2000.

3. The impact of the changing household has grown the need for assisted rental housing in the County's suburban communities. In 1990, 43% of the need was elderly, 31% "other" (of 1 or more non-related, non-institutionalized persons), 23% small families, and 3% large families. In 2000, 42% was elderly, 33% "other" households, 21% small family, and 3% large family.

4. As the household changes, the County will change. The needs for services, types of housing, and public facilities will shift as householders’ age, single parents raise children, and non-traditional "families" organize and develop long-term relationships.
5. The Milwaukee area economy has changed dramatically in the past 20 years. It has not grown as fast as the national economy. Of more consequence, thousands of well paying jobs in heavy manufacturing were lost. Although jobs in the retail/wholesale trade and services sectors were gained, most of these jobs paid much less than the manufacturing jobs that were lost.

6. Of significance equal to the loss of well paying jobs are the locations of new job creation. The central City of Milwaukee lost most of the heavy industry slots as large older plants closed. The City rebounded somewhat as it regained about 40% of the area manufacturing jobs created in the late 1980s. However, most of the area job growth took place in small firms located outside of the City, and even outside of the County. Most of these jobs, including many in heavy manufacturing, pay less than the manufacturing jobs that were lost.

7. Lower paying job growth outside of the City of Milwaukee is producing change. Suburban employers, seeking employees, have turned to the City where a labor surplus exists. Commuting lower income persons have placed noticeable demands on transportation and transit systems. In the longer term, it is probable that demands for affordable housing in the communities where jobs are located will increase. Housing affordability is an issue: more than 24,700 households (1 of every 6) pay more than 30% of their income for housing; almost 6,000 renters (half of whom are elderly) pay more than 50% for rent; in 14 communities, a median income household cannot buy a median priced house.

8. Determining housing needs of the homeless is fraught with difficulty. The Milwaukee County Continuum of Care application for use of block grant funds in 2004 shows that there were 6,339 referrals for emergency shelter in 2003. Although shelter requests originate within the HPA, data is not collected to document this. There have been almost no reports of homeless persons on HPA streets. The Continuum finds that there is a need for 2 additional facilities for emergency shelter. Equally, if not more important, is the need for a greater range of shelter options, transitional housing, and permanent affordable housing with supportive services.

9. The recent history of transit in Milwaukee County is one marked by desperation and false hope. Simply put, public funding sources have not kept pace with growth in operating costs. While warning about the consequences, transit officials have averted disaster – and perhaps inadvertently delayed a solution – by spending down reserves, deferring needed capital expenditures and implementing gradual service cuts and fare increases. The hope was that elected officials would heed the warnings and provide a dedicated funding source – one that would be sizable enough to both restore and enhance service.
CNRED’s Natural Resources work seeks to monitor and sustain biodiversity in various ecosystems while recognizing many are used to satisfy our wants and many natural resources are essential for our survival.

The overall goals of Milwaukee County Land and Water Resource Management Plan (2005-2010) are to restore, improve, and protect ecological diversity and quality, as well as to promote the beneficial uses of its land, water, and related resources. To accomplish this, the specific goals of the county’s plan are to:

1. Improve Water Quality through the Reduction of Sediment and Nutrient Delivery to Surface Waters in Milwaukee County.

2. Protect, Restore, and Enhance Wetlands, Grasslands, Woodlands, Environmental Corridors, Quality Farmland, and Natural Areas, including those located within Milwaukee County-owned Parks and Open Spaces.


4. Effectively Use and Maintain the Existing Information Management Network, and establish a Land Information Web Portal to Distribute GIS Data.

Milwaukee County has a long-standing record of leadership and participation in natural resource protection and improvement, such as stream bank stabilization, establishment of environmental corridors, and protection of floodplains. These natural resource protection and improvement measures have included prior plan development, program design and project implementation, which all emphasize cooperation and integration to get good value from the available funding. Many of the goals referenced in the county’s Plan are consistent with on-going efforts of existing local cities and villages’ programs and will ensure collaborative coordinated efforts to achieve the goals of the plan and to leverage the necessary resources from other government and private sources to achieve the goals.

**Top Natural Resource Issues Identified for Milwaukee County (2000)**

1. **Loss of wetlands, woodlands, quality farmland, environmental corridors and other green space** due to development pressure creates the need for:

   - The preservation of unique natural areas;
   - The preservation of endangered, threatened and rare species;
   - The restoration and enhancement of habitats;
   - The development of loss of wetlands due to filling and development encroachment;
   - The development of loss and fragmentation of environmental corridors and wildlife habitat;
   - The protection and restoration of riparian areas; and
   - Financial support for purchase of conservation easements, particularly for riparian areas.
2. **Nonpoint Source Pollution Control** requires the need for:

- A buffer along waterways (perennial and intermittent streams);
- Control of surface water pollution (streams, rivers) caused by urban and suburban runoff pollution;
- Improved urban storm water management;
- Improve regulation for soil erosion from construction sites;
- The development and implementation of a strategy for the reduction in flooding;
- Improved regulations to control contamination of sediment caused by excessive runoff;
- The adoption of comprehensive storm water management plans by all cities, villages, and towns;
- Improvement of water quality by controlling nonpoint sources of pollution; and
- Training and enforcement to assure more uniform erosion control ordinances.

3. **Lake Michigan Shoreline** requires the need for:

- A plan to control lakeshore bluff erosion;
- A plan to control beach erosion;
- A plan to control shoreline recession;
- A plan to address public access; and
- A plan to control shoreline erosion.

4. **Need for local, publicly-available natural resource education, information support programs, including GIS and a county web page to**:

- Disseminate available GIS layers, current news, standards and educational materials related to local water quality issues in Milwaukee County;
- Assist with identification and controlling invasive and exotic plants; and
- Assist with nuisance wildlife management control measures.
## Milwaukee County Environmental Facts

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<th>TOXICS</th>
<th>WASTE</th>
<th>WATER</th>
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| Facilities that produce and release air pollutants: **465** | Facilities that have reported toxic releases: **299** | • Facilities that have reported hazardous waste activities: **3853**  
• Number of Large Quantity Generators: **93**  
• Number of Small Quantity Generators: **1218**  
• Number of Transporters: **70**  
• Number of Treatment, Storage, or Disposal Facilities: **4**  
• Potential hazardous waste sites that are part of Superfund that exist: **25**  
• Sites Currently on the Final National Priorities List (NPL): **1**  
• Sites Deleted from the Final NPL: **1**  
• Sites Not on the NPL: **22**  
• Facilities that generate hazardous waste from large quantity generators: **0** | • Facilities issued permits to discharge to waters of the United States: **38**  
• Transient Non-Community Water Systems that do not consistently serve the same people (e.g. rest stops, campgrounds, gas stations): **70**  
• Community Water Systems that serve the same people year-round (e.g. in homes or businesses): **27**  
• Non-Transient Non-Community Water Systems that serve the same people, but not year-round (e.g. schools that have their own water system): **16** |

Milwaukee County has developed one of the finest county [Park and Parkway Systems](#) in the nation. 150 parks and parkways totaling 15,000 acres are located throughout the County. Parks provide opportunities for a broad range of recreational activities including golf, picnicking, hiking, biking, skiing, swimming, tennis, team sports, and horseback riding.

**Solid Waste** Collection provided by both public and private collection services. Most solid waste is disposed of at two large, general-use landfills, one in the county and one in an adjacent county. Several special-use landfills in Milwaukee County are designated for specific commercial or industrial uses. Milwaukee County communities participate in voluntary recycling programs.

**Sanitary Sewerage** 20 sanitary sewerage systems are served by three public wastewater treatment plants. Two are operated by the Milwaukee Metropolitan Sewerage District, which is responsible for wastewater treatment for most of Milwaukee County and portions of Ozaukee, Racine, Washington, and Waukesha Counties. The third is operated by the City of Milwaukee.
CNRED's Economic Development work seeks to increase the standard of living for Milwaukee County's residents with sustained growth to a modern, high-income economy using comprehensive economic development training and technical assistance.

Education

In 2003, 84 percent of people 25 years and over had at least graduated from high school and 27 percent had a bachelor's degree or higher. Among people 16 to 19 years old, 6 percent were dropouts; they were not enrolled in school and had not graduated from high school. The total school enrollment in Milwaukee County was 249,000 in 2003. Preprimary school enrollment was 31,000 and elementary or high school enrollment was 164,000 children. College enrollment was 54,000.

Employment

In 2003, for the employed population 16 years and older, the leading industries in Milwaukee County were educational, health, and social services (22%), and Manufacturing (15%). Among the most common occupations were: Management, professional, and related occupations (33%); Sales and office occupations (25%); Service occupations, (17%); Production, transportation, and material moving occupations (17%); and Construction, extraction, and maintenance occupations (8%).

Eighty-three percent of the people employed were private wage and salary workers; 12 percent were Federal, state, or local government workers; and 5 percent were Self-employed. Seventy-six percent of Milwaukee County workers drove to work alone in 2003, 10 percent carpooled, 8 percent took public transportation, and 4 percent used other means. The remaining 3 percent worked at home. Among those who commuted to work, it took them on average 21 minutes to get to work.

The median income of households in Milwaukee County was $39,067. Eighty percent of the households received earnings and 17 percent received retirement income other than Social Security. Twenty-four percent of the households received Social Security. The average income from Social Security was $13,291. These income sources are not mutually exclusive; that is, some households received income from more than one source.

Poverty and Unemployment

In 2003, 16 percent of people were in poverty. Twenty-six percent of related children under 18 were below the poverty level, compared with 10 percent of people 65 years old and over. Twelve percent of all families and 28 percent of families with a female householder and no husband present had incomes below the poverty level. As of March 2009 Milwaukee County unemployment rate was 9.4%.

<table>
<thead>
<tr>
<th>Economic Facts in Milwaukee County in a Glance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Identification</strong></td>
<td><strong>Number</strong></td>
</tr>
<tr>
<td>Private nonfarm establishments with paid employees, 2006</td>
<td>21,286</td>
</tr>
<tr>
<td>Private nonfarm employment, 2006</td>
<td>474,867</td>
</tr>
<tr>
<td>Private nonfarm employment, percent change 2000-2006</td>
<td>-1.2%</td>
</tr>
<tr>
<td><strong>Total number of firms, 2002</strong></td>
<td><strong>50,626</strong></td>
</tr>
<tr>
<td>Black-owned firms, percent, 2002</td>
<td>9.5%</td>
</tr>
<tr>
<td>Ownership</td>
<td>Percent, 2002</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>American Indian and Alaska Native owned firms</td>
<td>0.8%</td>
</tr>
<tr>
<td>Asian-owned firms</td>
<td>3.1%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander owned firms</td>
<td>0%</td>
</tr>
<tr>
<td>Hispanic-owned firms</td>
<td>2.6%</td>
</tr>
<tr>
<td>Women-owned firms</td>
<td>30.3%</td>
</tr>
<tr>
<td>Manufacturers’ shipments, 2002 ($1000)</td>
<td>15,377,699</td>
</tr>
<tr>
<td>Wholesale trade sales, 2002 ($1000)</td>
<td>15,157,730</td>
</tr>
<tr>
<td>Retail sales, 2002 ($1000)</td>
<td>8,851,410</td>
</tr>
<tr>
<td>Accommodation and foodservices sales, 2002 ($1000)</td>
<td>1,254,504</td>
</tr>
<tr>
<td>Building permits, 2008</td>
<td>1,032</td>
</tr>
<tr>
<td>Federal spending, 2007 ($1000)</td>
<td>6,304,364</td>
</tr>
</tbody>
</table>

**Households, 2000**

<table>
<thead>
<tr>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons per household, 2000</td>
<td>2.43</td>
</tr>
<tr>
<td>Median household income, 2007</td>
<td>$42,865</td>
</tr>
<tr>
<td>Persons below poverty, percent, 2007</td>
<td>18.2%</td>
</tr>
</tbody>
</table>

**Employment by Industry**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Number of Persons</th>
<th>Percent of Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>12,390</td>
<td>2.5</td>
</tr>
<tr>
<td>Education and Health.</td>
<td>121,270</td>
<td>24.7</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>37,553</td>
<td>7.6</td>
</tr>
<tr>
<td>Information</td>
<td>12,423</td>
<td>2.5</td>
</tr>
<tr>
<td>Leisure and Hospitality</td>
<td>41,940</td>
<td>8.5</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>64,448</td>
<td>13.1</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>122</td>
<td>0.0</td>
</tr>
<tr>
<td>Other Services</td>
<td>16,002</td>
<td>3.3</td>
</tr>
<tr>
<td>Professional and Business Services</td>
<td>73,364</td>
<td>14.9</td>
</tr>
<tr>
<td>Public Administration</td>
<td>22,585</td>
<td>4.6</td>
</tr>
<tr>
<td>Trade, Transportation, and Utilities</td>
<td>89,813</td>
<td>18.3</td>
</tr>
<tr>
<td>Not Assigned</td>
<td>14</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>491,924</td>
<td>100.0</td>
</tr>
</tbody>
</table>
The economic state of Milwaukee’s inner city
Milwaukee's inner city has experienced a grim thirty-year period of economic decline since 1970. Despite the national economic boom of the 1990s, the problems of poverty, joblessness, and slowing business activity persisted through the 1990s. At the beginning of the 21st century, a cluster of daunting issues face policymakers seeking strategies to revive Milwaukee's inner city neighborhoods and improve economic opportunities for residents:

Unemployment and labor market exclusion
Manufacturing employed around 41 percent of inner city workers in 1970; by 2000, only 19 percent held industrial jobs. The inner city labor market has not recovered from this deindustrialization, and unemployment in the inner city in 2000 was four times the metro Milwaukee average of 8%. In the city's "Enterprise Community," 59 percent of the working age population was either unemployed or not in the labor force, twice the suburban average.

Poverty
The poverty rate in the city's "Enterprise Community" was 44.3 percent in 1999 (down from 57.1 percent in 1989, but higher than the rate twenty years ago). In neighborhoods such as King Drive, the poverty rate was 50 percent in 1999; five times the metro area average. Although poverty rates declined in inner city neighborhoods during the 1990s, this was due mainly to a massive out-migration of poor residents (and some gentrification). There was a spatial "rearranging" of poverty in Milwaukee in the 1990s, rather than a meaningful reduction in poverty rates (the citywide poverty rate declined only slightly, from 22.1 to 21.3 during the 1990s).

Income
Real median household income in the city's "Enterprise Community" fell 13.7 percent (1979-99). By 1999, the income of the median inner city household in Milwaukee was less than 40 percent of the metro area median, and less than 30 percent of the median household in the suburbs. Real median household income for the city as a whole rose by only 1.5- percent during the 1990s (compared to 12.1 percent growth in the suburbs).

Stagnant Economic Activity
At the peak of the national economic boom (1994-1999), the number of business establishments fell by 9.1 percent in Milwaukee's inner city, and the number of retail establishments declined by 14.0 percent. On every indicator of economic activity examined, the gap between the inner city and Milwaukee's suburbs widened significantly in the late 1990s.

Profile of Milwaukee Community Based Organizations
Community-based organizations (CBOs) and non-profits are playing an increasingly important role in local socioeconomic development efforts, in Milwaukee and across the county. CBOs have become crucial service-providers, furnishing neighborhood-level economic planning, operating training and employment programs, starting and running “social purpose” businesses, and coordinating business development programs in low-
income neighborhoods. In the City of Milwaukee’s “Neighborhood Strategic Planning” process, virtually every participating CBO listed economic development as one of its priorities and claimed at least some capacity to deliver economic development services. In an era of limited government, CBOs around the country—and increasingly in Milwaukee County—are called upon to deliver economic development services in “comprehensive” community revitalization initiatives. Clearly, high capacity, high-performance CBOs will be at the heart of economic development in Milwaukee County for the future. Yet, despite the growing role of CBOs in economic development, Milwaukee County currently lacks a comprehensive inventory of the capacity of these organizations as engines of economic development. The county has no central compendium of the major projects of CBOs, the areas of economic development in which they specialize, the resources they have assembled, or the expertise of their staff. Funding organizations such as local foundations or the City of Milwaukee Block Grant Administration are strongly committed to CBOs as engines of community economic revitalization; yet, they lack a full-fledged inventory of the capacity of CBOs to serve this role. Moreover, despite a growing commitment in Milwaukee County to community economic development, we even lack—except perhaps in the most general sense—a systematic “vision” of what precisely a high-capacity economic development CBO would look like. What are the realistic expectations for CBOs in this area? What sorts of performance measures would be fair?
CNRED's Cultural Arts work seeks to strengthen and expand socioeconomic impact of different art forms in Milwaukee County.

A Milwaukee County Sponsored Audit of Greater Milwaukee’s Regional Cultural Assets (2008) examined the fiscal condition of those cultural assets owned and/or funded by Milwaukee County. Those organizations are:

- The Milwaukee Public Museum,
- Marcus Center for the Performing Arts,
- Milwaukee County War Memorial Center,
- Milwaukee County Historical Society,
- Charles Allis Museum,
- Villa Terrace Decorative Art Museum,
- Milwaukee County Cultural Artistic and Musical Programming Advisory Council,
- Milwaukee County Zoo and Milwaukee County Parks

The audit first collected and analyzed financial and attendance data for each of the cultural institutions for the 2000 to 2008 period. For most, the report was able to utilize the data to make operating budget projections for the next three years. The report also conducted multiple interviews with the leaders of each to get a firsthand sense of recent successes and failures and long-term operating challenges, as well as their viewpoint on their existing relationship with the county. The analyses yield the following collective findings:

- Major maintenance and basic infrastructure repair needs are significant and growing at each of the county-owned assets, with the exception of the Milwaukee County Historical Society headquarters, which is in the final stages of a major renovation. Among the more significant deferred maintenance/infrastructure needs assessment totals are $10 to $15 million for the Milwaukee Public Museum, $5.5 to $8.5 million for the Milwaukee County Zoo (plus a $130 million capital improvements wish list), and $276.6 million in the Milwaukee County Parks.

- Milwaukee County property tax levy contributions to the parks, recreation and culture function diminished in congruence with a sharp increase in pension and employee health care costs that began in 2003 and escalated in the middle years of the decade. In 2008, the county provided $37.7 million in property tax levy for parks, recreation and culture – just $900,000 more in real terms than it provided in 2000 and $7.9 million less in inflation-adjusted dollars.

- Each of the institutions and county departments have faced annual structural deficits in their operating budgets, generally caused by fixed costs that are growing faster than existing revenue streams (including the county property tax levy). Responses have included increased private sector contributions, implementation of new operating efficiencies, initiation of new earned revenue strategies and cuts in advertising and maintenance budgets.

- Milwaukee County’s new debt issuance policy in 2003 reduced its capacity to fund capital improvements and infrastructure repairs for the parks, recreation and culture functions. The new policy limited annual bonding countywide to $30 million per year as a means of controlling debt
service payments in future budgets. The $13.3 million in capital spending for parks, recreation and culture in 2008 is well below peak spending levels in 2001 and 2002 ($25.3 million and $19.9 million respectively).

- Attendance lagged at most of the institutions during the decade. Those entities suffering significant decreases are the Marcus Center, War Memorial, Charles Allis/Villa Terrace and parks department pools and golf courses. The zoo has seen an increase since 2000 but a decrease since 2003, while the Historical Society experienced a significant increase until its headquarters closed for reconstruction in 2008. Public Museum attendance plummeted from 2005-2007 before rebounding dramatically in 2008 due to the Body Worlds traveling exhibit.

- While Milwaukee County’s property tax levy expenditures on its quality of life function decreased in real terms during the decade, a comparison to the other six southeast Wisconsin counties indicates that Milwaukee County spends far more on a per capita basis and as a percentage of its overall property tax levy than the rest of the region.

The overall picture is one of publicly-funded parks and cultural assets in Milwaukee County that face significant long-term fiscal challenges and that have experienced varying degrees of success in developing strategic plans and securing capital resources to address those challenges.

Significant maintenance and infrastructure backlogs and diminished attendance suggest the need for increased capital commitments and, at minimum, level operating contributions from the county, but whether that will be possible in light of the county’s precarious fiscal situation certainly is questionable.

In 2008, Milwaukee County’s operating budget was $1.3 billion. Three categories represent the bulk of the county’s spending:
- Health and human services at $662.8 million,
- Transportation and public works at $254.2 million, and
- Public safety at $165 million.

Those services categorized as “parks, recreation, and culture” by the county was budgeted to receive $73.9 million in 2008, which amounts to 5.5% of the county’s total operating budget.
**CNRED's Equal Rights** work seeks to strengthen institutions' administrative application of Wisconsin’s Equal Rights and Federal Civil Rights laws germane to their operations to ensure their operations and eliminates intentional and unintentional discrimination.

**Desegregation and Civil Rights**

People of Color and others in Wisconsin had been struggling for their civil rights for more than a century before the civil rights movement began to attract headlines in the 1960s. In 1866, for example, Milwaukee's Ezekiel Gillespie successfully sued for the right to vote, and in the 1930s, William Kelley of the Milwaukee began to fight for the rights of black teachers to work in the public schools. As more Wisconsin residents encountered segregation in housing, employment, and education, they organized in greater numbers to remedy these injustices.

Efforts bring about equality in Milwaukee County focused on segregated housing and schools. In August 1967, after five years of inaction by city officials, the NAACP Youth Council and others supporter for all walks of life in Milwaukee County marched to Kosciuszko Park (in a predominantly white neighborhood) to protest the Common Council's refusal to pass an open housing ordinance. Alderperson Vel Phillips had first introduced open housing legislation in March of 1962 and continued to submit it to the council for approval despite being repeatedly voted down. Father James Groppi, a white Catholic priest, played an instrumental role in dramatizing the segregated housing situation in Milwaukee through his frequent demonstrations and arrests. In April of 1968, the federal open housing law passed, preventing racial discrimination in eighty percent of the nation. The Milwaukee Common Council finally approved a desegregation law, even stronger than the federal one, on April 30, that exempted only owner-occupied buildings with no more than two units. However, loopholes in federal and city housing policies allowed segregation to continue.

Housing patterns in Milwaukee County were shaped by real estate agents, cities and villages-zoning laws, and lending institutions that refused to loan money to people of color that wanted to move into white neighborhoods. Suburbanization also contributed to segregated housing as whites increasingly moved out of Milwaukee, leaving the inner city to people of color -- a trend that persists to this day. Residential segregation inevitably produced school segregation as well.

In 1965, Lloyd Barbee filed a lawsuit that challenged segregation in the City of Milwaukee’s public schools, the first of its kind in the nation. More than a decade later, on January 19, 1976, the Federal Courts ruled that Milwaukee schools were illegally segregated, and ordered the school board to take immediate steps to integrate the schools. The decision was appealed but in March of 1979, the case was settled and the school board agreed to implement a five-year desegregation plan that, though not perfect, began to address some significant schooling issues.

In the April 2007 United States Periodic Report to the United Nations Committee concerning compliance with the International Convention on the Elimination of All Forms of Racial Discrimination (Convention) provided information on United States implementation of the provisions of the Convention at state and local levels, including the State of Wisconsin, particularly in the city and county of Milwaukee. The report focuses on compliance with articles of the Convention that relate to racial discrimination in the areas of criminal justice, employment, and housing. The report addressed deficiencies in proactive measures to reduce racial discrimination. The Wisconsin report indicated the following:
- Racial discrimination and disparities are apparent within the criminal justice system in Wisconsin.
- Incidents of police brutality and misconduct against people of color in the Milwaukee area.
- African Americans are incarcerated at much higher rates in the state than non-Hispanic whites, alleging it was likely due to racial profiling and racial disparities in prosecuting and sentencing.
- High incarceration rates, poor prison conditions disproportionately affect people of color.
- The State of Wisconsin’s low indigence threshold to qualify for public defense has a disparate impact on minorities.
- Disfranchisement of individuals with felony convictions who have completed their prison terms also occurs at a disparate rate for people of color.
- Significant racial disparities in unemployment rates between people of color and whites exist in Milwaukee County, particularly in the city of Milwaukee.
- Racial discrimination continues to occur in employment practices in Milwaukee County but no formal local mechanisms for investigating patterns of discrimination exist.
- People of color are also less likely to be able to access higher-paying jobs.
- A study found that the city underused African American-owned contractors, based on their numbers in the market.
- People of Color in the state are more likely than any other group to participate in the Wisconsin Works (W-2) welfare program, which is fraught with inadequacies.
- African-American and Latino participants in the W-2 program are also more likely than white participants to face sanctions for alleged violations of program requirements.
- The lack of affordable housing in Milwaukee County disproportionately affects people of color, who are more likely to live in poverty.
- Homeownership rates are lower for people of color than for whites in Milwaukee, and minorities face discrimination in obtaining mortgage loans and homeowners insurance, placing many people of color at the mercy of a tight rental market.
- Federal housing discrimination complaints for Milwaukee County have been rising since 2003, as well, with racial discrimination accounting for about half the complaints.

The report alleges that illegal and institutional racism has not subsided to give way to economic factors and perceptions. Few policy makers and industry leaders view meeting basic human needs in Milwaukee County through equal access and opportunity compliance is in the common good. In addition, they do not view the lack of an accountability system that ensure institutions administrative application of equal access and opportunity laws in Milwaukee County has a direct correlation to limited housing choice for citizens, unequal employment opportunity, unequal education access, creates segregated housing patterns, creates ineffective transportation systems, and works to perpetuate these issues and other inequality in the county.

End Notes

iii. American Civil Liberties Union of Wisconsin, *Voter Fraud is Red Herring Hiding Voter Disfranchisement* (June/July 2007 newsletter).
iv. Bureau of Labor Market Information and Office of Economic Advisors, Demographic Services Center, and US


xxiii. http://en.wikipedia.org/wiki/Milwaukee_County,_Wisconsin#cite_note-GR2-0