



COMMUNITY FACILITIES



*“There is no such thing as a **self-made** man. You will reach your goals only with the **help of others.**”*

– George Shinn





VISION FOR SUCCESS

This plan envisions the City and its partners are able to provide readily accessible public services and facilities that ensure coverage of basic needs and promote wellness, healthy lifestyles, safety, and enhanced quality of life for all residents. The city will be regarded as safe for all citizens, which will foster continued economic expansion and improve the overall quality of life.

The vision of success for Community Facilities includes:

Health and Wellness

The City and its partners provide and promote standards and opportunities for health care, basic needs, child care, healthy food, and recreational opportunities.

Education and Economic Development

The City and its partners promote and provide opportunities for life-long learning, including basic education, workforce development, and personal enrichment.

Safety

Milwaukee is perceived and recognized as a safe city – through the work and resources of its police, fire, and emergency response teams. The City and its partners promote and provide a variety of safety education to the community, including residents, businesses and school children.

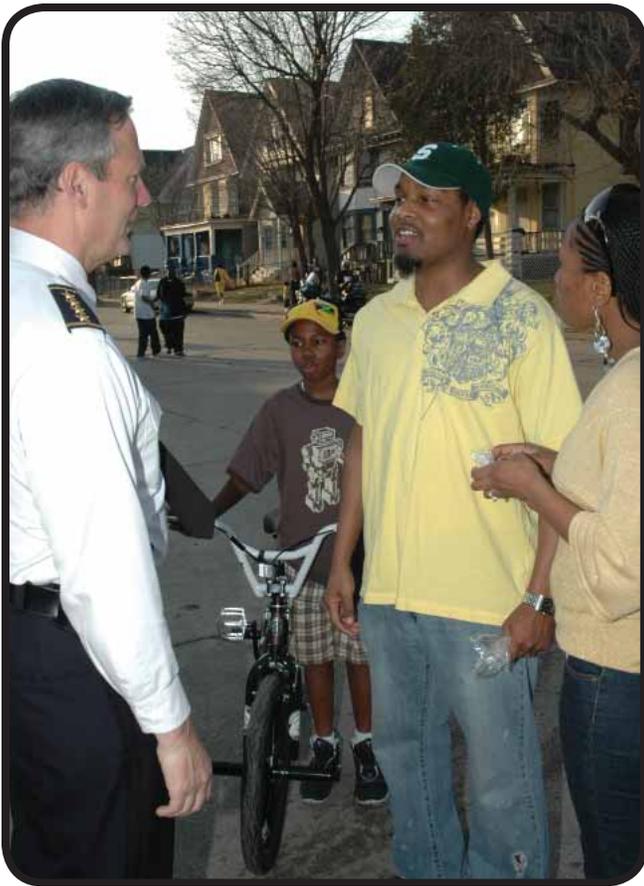
OVERVIEW AND INTRODUCTION

The mission of City government is to enhance the safety, prosperity, and quality of life of all citizens working directly and through partnerships with community stakeholders. Key components of a sustainable and resilient city include healthy and safe environments with access to an excellent education, equitable access to basic needs such as health care and healthy foods, and opportunities to enjoy a meaningful civic life. Strong and adaptable Community Facilities are critical to ensuring a sustainable and resilient Milwaukee.

Community Facilities, as discussed in this chapter, include facilities that provide basic needs to residents and enhance the quality of life in the city. The foundation of community facility planning is to establish a healthy community by connecting people to opportunities, services, and socially to each other. The City of Milwaukee provides many community services but can not fulfill all the community's needs alone. Multiple levels of governmental agencies, along with private and nonprofit organizations have critical roles in ensuring health, safety and life-long learning for residents. City facilities include the Milwaukee Public Library system, Milwaukee Health Department, Milwaukee Police Department, Milwaukee Fire Department, and Milwaukee Public School System. Private organizations include healthcare providers, child care providers, faith-based organizations, cemeteries, neighborhood associations, and community centers, to name a few.

A healthy and vibrant city has an impact the quality of life for residents and affects their decisions about where to live and work. It is important for economic development that Milwaukee retains and attracts talented people to the city by ensuring safety, assuring health care access, and by offering a range of educational opportunities. Milwaukee has a solid foundation of community facilities and can improve its quality of life by enhancing existing services and facilities where feasible.

Community facilities are an essential component of economic development. Education and workforce training on an industry specific basis is offered at a variety of community facilities. These are critical needs for the community to ensure economic vitality. Government and health care are among the largest employers in this region, with health care projected to grow in the future. The economy of the region depends on the continued success of these critical links between education and economic development.



Libraries, schools, health care clinics, hospitals, and teaching and community centers often anchor and stabilize neighborhoods and must remain adaptive to the needs of a diverse population and changing trends.

Crime Prevention Through Environmental Design (CPTED) is used in Milwaukee’s Safe Neighborhood Project. CPTED helped revitalize SOHI’s Main Street, while reducing crime in the neighborhood.

FACILITIES OVERVIEW

HEALTH CARE FACILITIES

Major healthcare providers tend to have on staff facility planners. As expansions or new facilities are anticipated, healthcare providers work with the City of Milwaukee regarding plans and permits. As health care adapts to meet the needs of an aging population, it is anticipated that facilities will continue to expand. The City of Milwaukee will continue working with healthcare providers on locating and adapting their facilities in the community.

CHILD CARE FACILITIES

There are a variety of child care facilities throughout Milwaukee, serving infants through school-aged children. In Milwaukee, child care facilities may be located in residential areas, as well as

commercial areas. Refer to Area Plans, zoning code, regulations and licensing requirements for additional information. It is essential that proper licenses are obtained and correct procedures are followed to ensure the safety of children and child care workers. The City of Milwaukee will continue working with child care facilities on siting their facilities in the community where they are most appropriate.

POLICE FACILITIES

The Milwaukee Police Department has seven police districts which serve and protect the entire city. MPD services are essential to quality of life, neighborhood stability, and economic development in Milwaukee. MPD also provides education and outreach to the community at large. MPD has facility

management staff who can coordinate redistricting, expansions or new facilities with the City of Milwaukee.

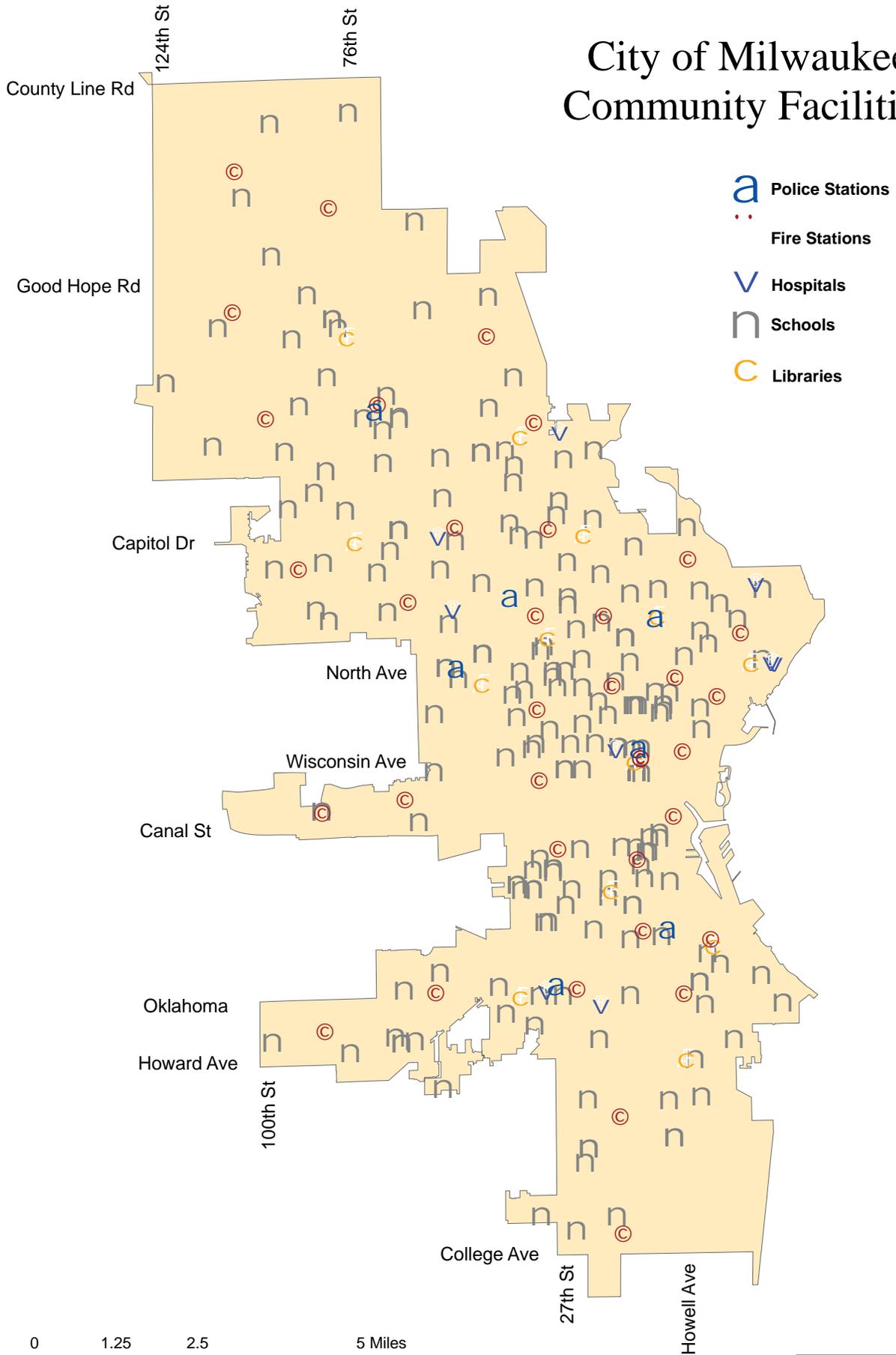
SHERIFF FACILITIES

Milwaukee County Sheriff’s office protects and serves the whole County, but has an increased presence in County Parks, institutions and expressways in Milwaukee. The Explosive Ordnance Disposal Division serves the entire county.

FIRE & RESCUE FACILITIES

Milwaukee Fire Department provides primary fire suppression, prevention, rescue and emergency medical service for the City of Milwaukee. MFD has 36 fire stations throughout the city. MFD also offers community outreach and education. MFD staff can coordinate

City of Milwaukee Community Facilities



expansions or new facilities with the City of Milwaukee, as needed.

MFD also has special rescue teams. Heavy Urban Rescue Team (HURT) conducts specialized rescue in high hazard areas. The Dive Rescue Team covers 10.2 miles of Lake Michigan shoreline, area rivers, dams and park lagoons.

CEMETERIES

Cemeteries in Milwaukee are typically run by private entities not associated with City government. It is anticipated these entities will continue operations and facility planning for cemeteries within Milwaukee. The City of Milwaukee will continue to work with local cemeteries as needed.

Some Milwaukee cemeteries serve as a cultural amenity, as well as providing an essential function. Three of Milwaukee's more notable cemeteries include: Forest Home Cemetery, Calvary Cemetery, and Wood National Cemetery. These cemeteries publish self-guided tours due to their level of public interest.

Forest Home Cemetery is both a designated Milwaukee Landmark and on the National Register of Historic Places. It was established in 1850, and currently has over 200 acres of wooded, gently rolling hills.

Calvary Cemetery was established in 1857, with over 65 acres. Its Victorian Gothic gate house was designed by noted architect Erhard Brielmaier in 1897.

Wood National Cemetery began operating on its current site, the Clement J. Zablocki VA Medical Center, in 1871. This Veterans' cemetery, which is the oldest in the country after Arlington National Cemetery, features a 60-foot high granite monument to Civil War Soldiers and Sailors. One pathway leads to seven additional memorials.

LIBRARIES

The Milwaukee County Public Library (MPL) system, established in 1878, currently consists of the Central Library and 12 neighborhood libraries. Each neighborhood library serves approximately 50,000 people. MPL continues to adapt its offerings to the needs of the community. Its computers are often used by job-seekers; youth service programs encourage children to develop a love of reading; English language programs are available; lectures, historical programs and tours are offered; and services are continually being updated meet the needs of the entire community. MPL is part of the Milwaukee County Federated Library System.

Milwaukee's Central Library was named one of the top ten libraries in the country by nationally-known Librarian and author Nancy Pearl, as reported in USA Today.

MPL continues to increase its energy efficiency of facilities. MPL also leads by example, the Central Library has a green roof. Not only does the roof serve the environmental goal of reducing the quantity and improving the quality of stormwater runoff, it also raises the awareness of the

general public of solutions to environmental concerns. The City will continue to work with MPL to determine expansion needs.

SCHOOLS

There are a number of educational options in Milwaukee that give the community broad choices in education: Milwaukee Public Schools, charter schools, private, and parochial schools. The Milwaukee School District provided education to over 85,000 children in 2009 according to State of Wisconsin DPI. Milwaukee Public Schools (MPS) is, by far, the largest provider of educational services.

MPS works with the City of Milwaukee on its facilities planning. When facilities are designated as surplus, the City works with MPS on potential redevelopment or reuse to derive the greatest good for the community. The MPS Recreation Department also provides park and recreation facilities and programs, many of which take place at MPS schools.

MPS has made a commitment to energy efficiency and the environment. Fairview School has installed solar panels and offers educational programs linked to greater environmental awareness. MPS and the City of Milwaukee partnered through Green Schools, as described in the Citywide Policy Plan Natural Resources chapter, to convert asphalt play spaces to open spaces planted with grass and trees.





LOCAL ACHIEVEMENT

Milwaukee Health Care Partnership

The Milwaukee Health Care Partnership is a public / private consortium dedicated to improving coverage, access and care coordination for under-served populations in Milwaukee County. The Partnership is a managed consortium governed by the CEOs of the 5 Milwaukee health systems and 4 Federally Qualified Health Centers, the Dean of the Medical College of Wisconsin, the Secretary of the State Department of Health Service, the Director of Milwaukee County Department of Health and Human Services, and the Health Commissioner for the City of Milwaukee. Through advocacy and action, they are working together to increase access to quality health care and create a healthier future for Milwaukee residents.

Wisconsin Covenant

Wisconsin Covenant is a program to inspire young people to achieve greater success in high-school which leads to higher education. Introduced in 2006 by Governor Jim Doyle, this program has eighth graders sign the Wisconsin Covenant Pledge which states they will earn a high-school diploma, maintain at least a B average, demonstrate good citizenship, and take the necessary steps to enter a University of Wisconsin System institution, a Wisconsin Technical College and/or a Wisconsin private college or university. Students upon achievement become a Wisconsin Covenant Scholar which entitles them a place in higher education and financial aid, to make college more affordable.

Source: <http://wisconsin covenant.wi.gov>





OPPORTUNITIES

1. **Strong neighborhood focus of safety initiatives and community organizing efforts that are tied to advanced technology.**

The City of Milwaukee Police and Fire Departments use advanced technology in addition to proven community education methods to deter crime, and partner with residents to maintain safe neighborhoods. This combination has demonstrated success as evidenced by sustainable decreases in crime for two years.

Crime Prevention Through Environmental Design (CPTED), a multi-disciplinary approach to deterring criminal behavior through environmental design, and thwarting criminal acts by affecting the built, social and administrative environment. The main components of CPTED include: eyes on the street, knowing your neighbors, clean environments, well lit and pedestrian friendly neighborhoods, and preparation for quick response to criminal activity.

Data sharing helps to coordinate safety efforts and stabilize neighborhoods. The City of Milwaukee has improved citizen access to vital community information, which provides greater coordination, communication and education for police, community groups and residents.

The Milwaukee COMPASS Project is a federally-funded initiative that builds and sustains collaborative efforts to find patterns and interrelationships



between relevant data to improve the community and deter crime.

The Milwaukee Fire Department as the primary fire suppression, prevention, rescue and emergency medical service for the City of Milwaukee, also engages in neighborhood outreach and education. Fire fatalities in the City have decreased by 58% from 2007 to 2009. In addition to educational outreach about fire prevention and safety, MFD also focuses programs on reducing violent crimes in the community, and on other community safety initiatives.

2. Strong public/private partnerships that promote community health and wellness, ensure comprehensive solutions to regional health concerns, with preventive care and healthy lifestyle choices emphasized.

In an effort to improve public health, Milwaukee has established effective tools to determine the level and quality of service available to its citizens. Through community-driven strategic planning, these tools will

be utilized to prioritize public health issues and identify resources to address the improvements, the efficiency, effectiveness, and ultimately the performance of the local public health system.

The City of Milwaukee Health Department (MHD) recently initiated a citywide Community Health Assessment. This initiative is the most comprehensive health assessment ever undertaken by the City, and will be used to help formulate the community's future public health goals and outcomes.

MHD has chosen the health assessment model, Mobilizing for Action through Planning and Partnerships (MAPP), developed by the National Association of City and County Health Officials and the Centers for Disease Control and Prevention.

This process is a collaborative effort by the City of Milwaukee Health Department and a steering committee composed of leaders and representatives from a broad array of city departments,

healthcare providers, and community organizations. When complete, it will offer a road map that will identify areas with the most need, the most efficient programs, and the potential highest and best use for facilities such as the former St. Michael's Hospital on the Near North side. Ultimately, MAPP efforts will coordinate with federal processes and programs, which will lead to a more accessible, affordable, and preventive health care system in the City of Milwaukee.

The City of Milwaukee Health Department is also a member of the Milwaukee Health Care Partnership, a public / private collaborative dedicated to improving health care for underserved populations. The Partnership has established a community wide plan to expand insurance coverage, improve access and enhance care coordination. The access initiative is focused on expanding and creating additional 'federally qualified health clinics' (FQHCs) in targeted city neighborhoods. For example, there are FQHC facilities at 16th St, Westside FQHC at 32nd St and



Lisbon Ave., and Milwaukee Health Services site on or near the former St. Michael's Hospital.

Another initiative of the Milwaukee Health Department includes the Center for Health Equity, which is dedicated to improving the social and economic factors that influence our public health within the City of Milwaukee as well as throughout the State of Wisconsin.

Milwaukee's Health Department was one of the first cities to establish a Center for Health Equity, created to address the social issues and behaviors that contribute to poor health. The Center will concentrate on improving the health of the population through improving the understanding of how socioeconomic conditions affect health, encouraging and supporting changes in public policy to improve health, and building community involvement in public policy making.

Many groups in the Milwaukee area collaborate to raise awareness about the importance of healthy

food choices for all residents. The Milwaukee Food Council brings together a group of concerned individuals and organizations from public, private, and nonprofit sectors to examine policy that effects the community food system. The Milwaukee Food Council, committed to the growth of urban agriculture, access to fresh foods for all citizens, education about the critical link between health and food choices, and sustainable food system planning.

3. A real commitment from citizens, City government, Milwaukee Public Schools, and the Milwaukee Public Library to improve education and workforce development

The Milwaukee Public Library continually seeks new and innovative ways to provide life-long learning and skills development for all Milwaukee residents. Computer training for new technologies and access to free internet for job seekers, are all valuable resources in a challenging economy. Select neighborhood

libraries, as well as the Central branch are designated as job centers and offer additional resources to residents: assistance for resume writing, online job applications, and online job searches. The Library's commitment to workforce development also includes partnerships with UW Milwaukee's Small Business Development Center, MATC, SCORE and a number of other community organizations. These partnerships have increased the Library's capacity to offer additional resources. In several libraries, one-on-one tutoring is available to promote adult literacy in the community. Children's librarians are assigned to every library, demonstrating a strong commitment to support the educational needs of children. Early and continued exposure of children to books and reading leads to improvement in reading readiness skills and life-long reading skills.

While faced with the challenge of a high percentage of disadvantaged and at-risk students, the Milwaukee Public Schools (MPS) has outlined a





number of goals in its strategic plan, “Working together and achieving more,” aimed at improving the overall education system for its students. Goals include:

- Students meet and exceed Wisconsin academic standards and graduate prepared for higher education, careers and citizenship
- School communities work together for improvement in academic achievement
- Leaders and staff demonstrate continuous improvement through focused professional development
- Measurable gains in student achievement and fiscal responsibility
- School staffs are supportive and responsive to students and families making the district accountable for measurable results

As part of the educational infrastructure of the City of Milwaukee, a number of private, charter, special schools, parochial and faith-based schools, contribute to a high level of choice and educational diversity. The range of options enhances both the quality and access to a good education that may be tailored to a student’s individual preferences.

The Charter School System enacted in 1993 by Wisconsin Statute enabled school boards to establish charter schools. The statute was later expanded to allow University of Wisconsin-Milwaukee, Milwaukee Common Council, Milwaukee Area Technical College and MPS to sponsor charter schools. The central purpose of the charter school legislation is to eliminate a significant portion of the statutory requirements, administrative rules and regulations that are usually imposed on public schools in order to in turn demand a new type of public accountability tied to actual performance.

Other initiatives include special schools such as boarding schools, Montessori-type, private education as well as Catholic Schools, Lutheran schools, and other local faith-based educational institutions.

Milwaukee’s rich selection of higher educational institutions offers many options related to specialization, affordability, access, and quality. The rich landscape of institutions within Milwaukee includes four-year institutions, technical institutions, art and design institutes, specialty schools, and career colleges which provide a myriad of options for students while meeting the needs of a modern workplace in a global economy.

Some of these institutions have facilities throughout the city, and their future expansion may provide additional opportunities for partnerships related to development, community building, and outreach.

As new industries enter the local market, there will also be opportunities for collaboration with programs, organizations, and facilities that will lead to job growth, workforce development and life-long learning.

Milwaukee Area Workforce Investment Board, Inc. (MAWIB) links employers and job seekers. MAWIB develops workforce programs and solutions that meet and anticipate regional economic development needs in partnership with local leaders from government, private industry and labor. MAWIB creates and manages a focused targeted education, training and employment system and looks to strengthen the local and regional labor exchange.

4. Strong nonprofit organization network that exists in the region supports community development.

Collectively, all of the nonprofit organizations, faith-based organizations and civic groups within the city implement each of the opportunities previously listed. Current and future nonprofit organizations will also be needed to provide valuable expertise for implementation of community and economic development goals.

The YMCA, YWCA and Boys & Girls Clubs in Milwaukee are only three of the many organizations that provide organized programmed childrens’ activities that allow them to play, socialize and build positive character traits. These organizations provide activities that teach character development and team work, all while having fun.

Community facilities should not only educate our children, but provide places for them to be mentored, enjoy healthy play, socialize, compete, and simply have fun in a safe and nurturing learning environment.

Community organizations can also provide valuable resources and manpower necessary to implement community development programs and neighborhood stabilization efforts that help create and maintain a healthy community. These organizations, while not always on the forefront of policy creation, play a critical role in helping to define the issues and share vital information with residents. Nonprofit facilities often are at the center of a community, providing access for community organization, facilitation, dissemination of relevant community based information and provide a forum for the identification of local issues.

CHALLENGES

1. **While the overall crime rate has recently decreased in the City of Milwaukee, both the perception and reality of crime continue to be of concern. This issue is critical to the economic health and stabilization of neighborhoods.**

Recent crime statistics provide a positive vision for Milwaukee's future, with a decrease in violent crime over the past two years. However, crime is a significant

factor in residential and commercial investment decisions, and its impact is greatest on location decisions of residents and businesses within the metropolitan area. Public perceptions are also a critical component of how a community is viewed. It is important to note, negative perceptions may persist, even with recent statistical improvements. Therefore, police effectiveness at addressing neighborhood concerns and disorder becomes a key element towards

improving perception as well as reality.

Milwaukee is experiencing several trends that tend to be associated with crime, such as high rates of absentee fathers, high rates of single parent families, low rates of high school graduation, high rates of high school truancy, and increased unemployment figures. The Milwaukee Police Department alone cannot tackle these social issues that tend to be indicators of crime.





2. Maintaining and growing an infrastructure of neighborhood health facilities that are prepared to deal with major public health issues, as well as general health care and wellness of the population is critical to the quality of life in Milwaukee.

Over 47% of all Milwaukee emergency department visits are primary care treatable; 61% of those visits are made by low income uninsured and Medicaid enrollees. There is a 54% gap in primary care access in Milwaukee; the greatest gap is in neighborhoods with the highest rates of poverty, density and racial diversity. Over 250,000 low-income people in Milwaukee County are on Medicaid; with an estimated 90,000-100,000 uninsured. The City of Milwaukee has some of the highest rates of teen pregnancy, low birth weight babies and infant mortality, STDs, asthma, diabetes and obesity – with significant racial disparities. There is a significant need for increased access to comprehensive community health centers that provide medical, preventive, dental and behavioral health needs, are culturally competent and geographically close to underserved populations.

The critical component is the prompt identification of the symptoms related to disease and immediate provision of necessary treatment. This type of coordinated service will take the appropriate infrastructure /

facilities that would bring health care closer to those high risk populations.

Currently operating neighborhood health facilities provide primary and preventive care including health education, counseling and monitoring of high risk populations. To become more effective community partners and advocates for health, these neighborhood health facilities must become more visible, accessible, efficient, effective (high quality care) and more linguistically and culturally aware.

Hospitals are stabilizing forces in neighborhoods and serve as institutional partners and economic drivers. Access to hospitals that provide vital emergency and specialty care must be maintained.

3. Strengthening established partnerships between the City and private healthcare providers ensures that proper health care, wellness, education and information be of high quality, cost effective and accessible for all residents.

Keeping existing and establishing new facilities that can offer primary care and preventive health care resources in neighborhoods will be a major challenge as facilities age, and become both economically and functionally obsolete.

Many health related issues are influenced by circumstances prior to the manifestation of disease. These upstream circumstances include lack of resources or access those resources and contribute to the overall health quality of the population. In urban areas where socioeconomic stress is most prevalent, these issues are a major challenge. Although the importance of upstream solutions is well documented, the social and civic infrastructure is currently geared for downstream solutions and overall care rather than preventive care. So the challenge is the retooling of current health care infrastructure and developing better partnerships with civic groups, community groups, and Milwaukee healthcare providers to upgrade programming, and facilities needed to provide quality community-based preventive health care.

The next step is creating a network of primary care preventive/wellness facilities where best practices related to education, exercise, symptom diagnosis and preventive care can meet these new health care priorities. Preventive health care can take many different approaches from education, to exercise programs, healthy eating/lifestyle, and availability of fresh foods in neighborhoods. Each of these elements would require the appropriate infrastructure or facility that could efficiently offer a successful program. Identifying those facilities and establishing the necessary programs becomes a challenge of coordination, and funding.

The Milwaukee Health Care Partnership (of which the City Health Department is a member) has already created a health care access plan and identified the neighborhoods that need additional primary and preventive health facilities. Property/site identification is currently underway. Much public/private coordination will be needed to ensure adequate support for acquisition, funding and implementation.

Upstream strategies are not solely the responsibility of the health care system. Healthy community strategies include encouraging healthy food availability in local/corner stores, community gardening, and ensuring safe/walkable neighborhoods with clean air.

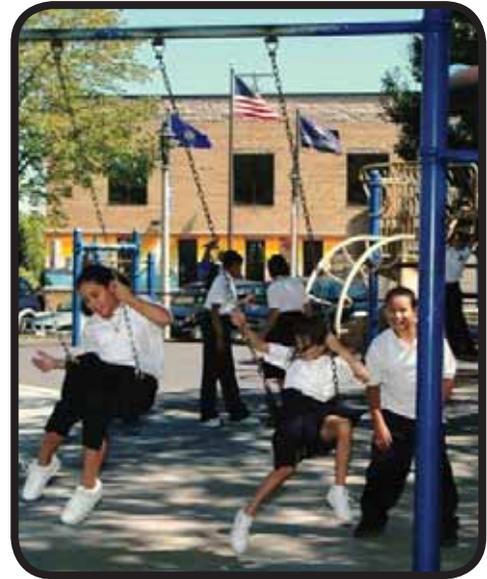
4. Healthy and fresh food choices are not yet available to all residents.

Healthy food is another important factor related to preventive health care. Healthy food is already a very important part of different sectors of Milwaukee's local economy including some local restaurants/cafes, farmer's markets, and urban agriculture. The challenge is how can we use these resources to expand healthy choices in grocery stores, restaurants, and of course the food distribution system that provides meals to local MPS students, hospitals, community facilities, and ultimately the entire population.

5. The Milwaukee County Library System is well used by residents and has historically offered flexible services to meet the changing needs of the community. Branch locations have tailored programs to unique needs of neighborhoods. County funding continues to be a concern for system facilities and programs.

Milwaukee County and City are currently facing a decline in revenues for all programs and services. Budget shortfalls have and will make less funding available to support the Milwaukee's Public Library system, whose funding has been on a constant decline since 1995.





The challenge to the Library System is not only a question of funding, but also a question of relevance to the current demands of an evolving economy. The library has become a digital warehouse where residents are able to utilize the internet to research, study, and acquire new skills and other information or obtain information related to applications and job opportunities. Library services that assist in job readiness skills, adult literacy, youth reading programs and homework assistance are all critical to the well being of the city. Decreases in these services will negatively impact the quality of life in the city.

6. The educational attainment of our youth is critical for a successful city. Milwaukee Public Schools MPS provides a good base for early learning with many schools located throughout the city. However, absenteeism, graduation rate, education quality, low parental involvement, and neighborhoods disconnected from their local schools, are all current issues of a struggling MPS system.

The MPS faces many of the same challenges that exist in urban schools throughout America. These challenges as mentioned above require an organized attempt that includes the coordinated efforts between MPS, the public sector, private sector, the community, parents, and students. Ultimately, the current system is not adequately preparing its students for an evolving global economy which can be seen in the fact obtained from the MPS fact sheet 2008-2009 that states that 60% of the students are not proficient in math or reading.

7. Establishing high quality child care programs and activities for children either after school or during the summer months, is challenging due to the cost capacity of existing facilities, lack of school-base coordination, transportation needs, and establishing programs that generate interests while also maintaining accessibility for all ages, and incomes.

It is a challenge for the State to adequately monitor each licensed childcare facility to ensure children are being provided with adequate

and safe care. The State of Wisconsin Bureau of Regulation and Licensing regulates childcare centers, residential childcare facilities, and private child welfare agencies throughout the State. However, with increasing demand for childcare services, and limited personnel for oversight, ensuring that the city's children are cared for in safe and supportive environments is not always achieved.

In addition to early childcare facilities, community support for school aged children is critical. Community facilities and schools should offer programs that provide mentorship activities, organized sports, games, and creative art applications that allow children to grow and explore in a safe and supportive, healthy environment. Throughout the city, these types of programs are located in facilities, such as the Boys & Girls Club, YMCA, or faith based organizations. Funding for these programs is a challenge that must be overcome to ensure a positive and nurturing environment for the youth of the city, and to support children of working families.

POLICIES

I. ENSURE A SAFE ENVIRONMENT WHERE NEIGHBORHOODS, PARKS AND STREETS REMAIN SAFE, CONDUCIVE TO A POSITIVE SOCIAL ATMOSPHERE, AND PROMOTE AND HEALTHY LIVING/WORKING ENVIRONMENT.

A. *Continue to reduce crime and pursue preventive measures that reduce crime.*

1. Coordinate with community groups and residents to keep neighborhoods safe
2. Continue to encourage policing strategies that offer residents more visible and personal contact with officers
3. Continue to use technology and digital media to improve crime prevention
4. Encourage law enforcement and neighborhood groups to work together to promote social programs, civic events, and social interaction, as preventive measures to reduce crime
5. Utilize physical design measures to promote a safe defensible environment, which includes adequate lighting, safe locations for children and teenagers, buildings that promote eyes on the streets, well designed civic space, and pedestrian friendly environments

B. *Promote fire and structural safety through prevention and education, and the maintenance of adequate staff and facilities.*

1. Continue efforts of the Milwaukee Fire Department to educate the public about fire safety
2. Maintain adequate response time for fire and emergency medical emergencies and continue to assess staffing and facility needs

C. *Maintain the quality of existing facilities, and housing stock to ensure the protection of the public's health, safety, and welfare.*

1. Continue to expand code compliance on existing properties and permits for new construction and rehab construction through the Milwaukee Development Center or inspections through the Department of Neighborhood Services
2. Revise ordinances as necessary to promote use of green and innovative strategies for the built environment
3. Promote awareness of issues surrounding maintenance, potential structural problems, and indoor air quality (IAQ) in existing structures, through information dissemination, programs, and broad public education





II. ENHANCE AND MAINTAIN THE QUALITY OF MILWAUKEE'S HEALTH CARE SYSTEM USING AN APPROACH THAT IMPLEMENTS NEW TECHNOLOGICAL AND INNOVATIVE TECHNIQUES TO PROVIDE STRONG RELIABLE PATIENT CARE, ALLOW ACCESS TO A VARIETY OF HEALTH INSTITUTIONS, AND MONITOR THE QUALITY OF RESOURCES PROVIDED. IN ADDITION, CONTINUE TO PROVIDE A PARALLEL NETWORK OF PREVENTIVE FACILITIES AND PROGRAMS THAT SUPPORT COMMUNITY WELLNESS.

A. *Protect and enhance community health for the individual, community and environment while promoting general health in the population, frequently advocated and undertaken by the members of the Milwaukee Health Care Partnership.*

1. Promote community facilities that offer the best quality care to residents
2. In partnership with Milwaukee Health Care Partnership, define a radius of allowable service areas for each health clinic to ensure communities have accessible health care within a relatively close distance
3. Seek out opportunities to increase the level of funding for existing and new resources, and equipment, to support adequate staffing, and to ensure facilities are up-to-date, clean, well managed, and of the highest quality
4. Coordinate public facilities with private health care and University resources to combine efforts and improve access
5. Encourage the expansion of partnerships among healthcare providers, clinicians, funders and community based organizations to support the overall health of Milwaukee residents

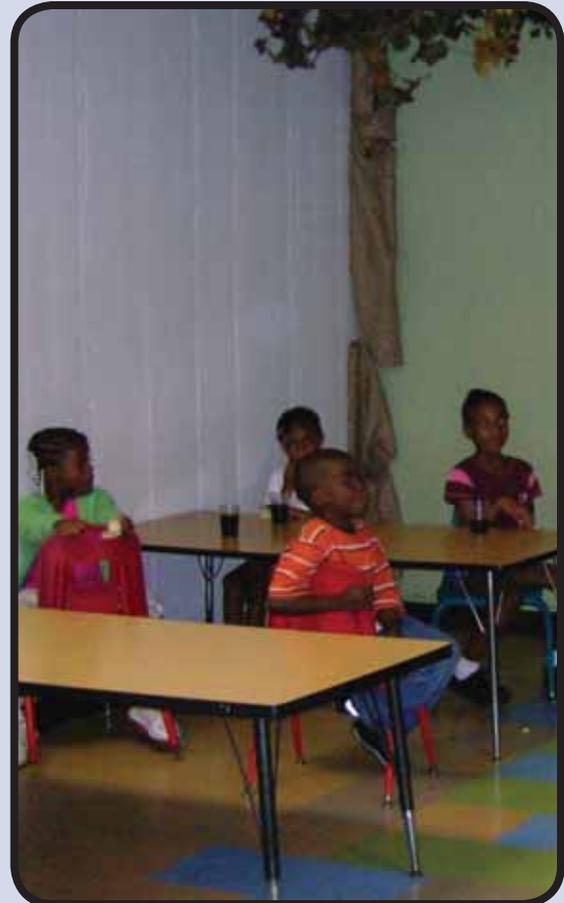


B. Establish and coordinate facilities that provide the tools and resources to enhance preventive health care and maintenance of good quality health practices.

1. Maintain the quality of existing facilities and ensure the public's health, safety and welfare is maintained during their use
2. Increase awareness of wellness in the community and foster greater understanding of the daily practices of healthy living
3. Promote equitable access to nutritious foods to address personal health and wellness
4. Continue to encourage farmer's markets and urban agriculture to emphasize healthy food and healthy living
5. Promote use of existing facilities such as MPS schools, religious facilities, YMCA, YWCA, and Boys & Girls clubs, etc. to encourage routine safe exercise and aerobic activity

C. Promote a high standard of health care training and education for all healthcare employees to ensure that patient care is consistent and meets or exceeds citywide standards.

1. Coordinate the efforts of the Milwaukee Health Department, local universities/colleges, healthcare providers, in addition to federal and state organizations to help set standards related to patient care
2. Increase the standards, training, and preparation all healthcare professionals and ensure standards are used and monitored





D. Encourage the availability of equitable health care so that everyone, including high risk populations, poor communities, and those facing socioeconomic barriers, can receive quality health care.

1. Identify baseline level of local and statewide understanding of the actual determinants of and contributors to health
2. Educate the public about the upstream determinants of disease through various strategies, including linking prominent health issues (e.g., diet-related diseases, breast cancer, HIV/AIDS, infant mortality, etc.) to related underlying social factors
3. Encourage physicians, clinicians, and public health professionals to support preventive practices and social determinants at the community building and policy level
4. Promote capacity building and collaboration with community groups to effect policy change surrounding public health issues
5. Consider the development of a competitive community grant-giving program to assist and strengthen community groups currently working on health care disparities
6. Promote early childhood education in an effort to increase the social opportunities and determinants of good health



III. PROMOTE PRACTICES THAT LEAD TO LIFE-LONG LEARNING FOR PEOPLE OF ALL AGES, ABILITIES AND INTERESTS. LEARNING GEARED TOWARDS SELF-IMPROVEMENT, AS WELL INCREASED WORKFORCE DEVELOPMENT TO COMPETE WITHIN AN EVOLVING GLOBAL ECONOMY.

A. Encourage new opportunities in the green economy, with targeted small business incentives and the recruitment of new talent to the area.

1. Help community based organizations establish specialized workforce development facilities that promote training and readiness for green collar jobs
2. Recruit new industry to the area with the use of incentives, marketing, and a prepared workforce. Work with local community groups to increase the amount of resources that can train, market, and prepare neighborhoods for new industry
3. Continue to market vacant industrial buildings as future opportunities for the evolving green economy

B. Continue the excellence and diversity of Milwaukee's library system and institutions of higher learning allowing future expansion and program coordination with local community groups.

1. Foster communication and coordination between institutions of higher education, local community groups, and residents to train and prepare for future employment in the service industry
2. Maintain and enhance the diversity of specialized degrees to increase the pool of employees in specific industries
3. Investigate the expansion of institutions on available land in the city, so new facilities become catalysts for additional community development
4. Support the existing high level of diversity, accessibility, affordability and accountability of Milwaukee's institutions of higher learning
5. Promote increased connections between the private and public sectors and institutions of higher learning
6. Increase adult education, literacy, and GED preparation, as well as soft skills, to increase the pool of eligible employees





C. Ensure the highest level of care for children and the highest level of educational quality and diversity for school aged children.

1. Promote procedures to ensure certified and licensed childcare facilities are operating for the best interest of the child and providing a safe and nurturing environment. Work to improve indoor and outdoor play spaces above State mandated minimum requirements
2. Continue to support the programs and initiatives of the Milwaukee Public Library that serve children and help prepare them for the future
3. Encourage partnership programs between local businesses and students to provide mentoring, internships and pathways to the future
4. Explore methods and funding sources to strengthen connections between neighborhoods and local schools, such as Lighted Schoolhouse programs, to ensure schools serve as the heart of a neighborhood, increasing social, educational and recreational opportunities
5. Explore additional opportunities for Milwaukee Public School and library facilities to be available for community use after hours for neighborhood meetings, adult education, organized sports, or other exercise activities
6. Work with community nonprofits, businesses, faith-based organizations, and residents to address issues impacting student achievement such as: poverty; physical, mental and dental health; family employment issues; housing; and transportation
7. Continue the diversity of local public, private, and faith-based education programs that serve the entire community

