

**VILLAGE BOARD OF TRUSTEES
APPOINTMENT APPLICATION**

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MAY 18 2008

VILLAGE OF SHOREWOOD
MANAGER'S OFFICE

Name: Steven Mark Koczela
Home Address: 4526 N Woodruff Ave, Shorewood, WI, 53211
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Office Phone: (414) 665-3138
Email: skoczela@yahoo.com
Occupation: Marketing Research & Statistics, Northwestern Mutual

Why do you want to serve on the Village Board?

In the last year and half, there has been a great deal of discussion on the future of the Village of Shorewood. Every part of our village government is thinking actively about where we want to be in 10 years. As I see it, we will likely be in one of two places.

1. A charming village of big houses near the lake, with good schools, interesting and eclectic shops which change every 10 to 12 months, and a 15-20% vacancy rate in our duplexes. We will be solidly in the mainstream of North Shore suburbs, working to maintain our schools, and maintaining our roads as our budget allows.
2. A modern village, with great home values, world class schools, fully occupied rental housing, and a fully developed business district. We will have wireless internet access, a place for seniors to gather, a library full of books, and a reputation as the best place to live in the Milwaukee region.

I believe that the processes we have put in place over the last few years increase our chances of the second scenario. However, I have additional ideas for what we can do to reach these favorable outcomes. I would like to serve on the Village Board to make this future a reality, and ensure a bright future for all Shorewood residents.

Are you familiar with the duties and responsibilities of the Village Board?
Yes

Have you observed any Village Board meetings? Yes, many.

Please list what you believe are the three (3) greatest challenges the Village of Shorewood will face in the next five (5) years and your ideas for meeting these challenges.

1. School Finance: There are many facets to this challenge, including declining enrollment, state revenue caps, and health insurance costs. Creativity will be needed to solve these problems. I have ideas for how we might work through these issues, and a strong commitment to working together with the School Board.

- Lend the school district money from the Village fund balance, as authorized by WI Statute 61.34 (4). This would allow them to avoid large short term borrowing expenses from September to December of each year, before their tax revenues are received. The loan would be payable to the Village upon receipt of tax revenues by the School District.
- A major focus of the marketing Shorewood initiative must be on bringing school children to our village. We must effectively sell the value proposition of our school district to parents with school aged children. We have a great product; we need to do a better job getting the word out.

2. The Shorewood Rental Market: We must re-align the economic model under which rental properties have been operating. According to US Census data, 52.4% of the housing units in Shorewood are rental units. Rent in Shorewood does not cover the cost of a mortgage for a duplex, much less the cost of maintenance and repairs. As such, many of our duplex homes are falling into disrepair. Although our rent remains low, our vacancy rate is high, due to condo construction on the Lower East Side, low interest rates, and a variety of other factors. We must work to reverse the declining state of our rental properties, increase rental values, and decrease vacancy rates. The following are ideas for steps we could take toward improving the condition of rental properties in Shorewood.

- Include rental properties in the branding campaign. While not all families with school aged children can afford to buy in Shorewood, many would be able to afford to rent here. As we reposition our village and school district for success, many of the residents we are targeting will end up in rental properties. We *must* take this into account when developing our brand messages.
- We could also position duplex living as a near-Urban alternative to Milwaukee's East Side. We are the next step out, the next step up. We are unique in the Urban/Suburban mix we have to offer. Positioning this properly during the branding campaign will go a long way toward improving perceptions of Shorewood among potential renters.
- Take concrete steps to encourage conversion of duplex properties to single family units. This may include low interest loans, expedited re-zoning and design considerations, and duplex owner education programs on what is involved in conversions to single family. Such conversions seem appropriate, given our high supply and low demand for duplexes, and high demand and low supply of single family homes.

- Allow free or very low cost overnight parking on the street in areas of high rental concentration. Multi-unit building often have no off-street parking. Many duplexes have only 1 or 2 car garages, often for 2 families, each with multiple cars. According to census data, 88% of families in Shorewood have at least one car, and 41% have 2 or more cars. Parking is a major impediment to improving our rental market in Shorewood, and one over which the Village Board has full control. We must alter the semi-adversarial relationship between renters and the Village government caused partially by current parking policies.
3. **Taxes and Services:** In every government, at every level, the constant question is the most appropriate balance between taxes and services. Shorewood has enjoyed several years of moderate tax increases, which must be maintained in the years to come.
- We currently do not take sufficient advantage of the possibilities offered by the efficient use of new technologies. Redesigning the Village Website to include an e-commerce portal has the potential to greatly facilitate government processes. Why must a Shorewood resident go to the DPW to request a special collection? Why do we need to renew pet licenses at Village Hall? In this day and age, there is no reason we should continue to create and maintain manual processes such as these. Because personnel costs are by far the largest portion of our government's budget, there may be significant cost savings in automating processes.
 - Rejuvenating the business district is a major part of maintaining reasonable property tax levels. Located as we are between the booming East Side, and the shopping districts on the North Shore, we have an opportunity to become a destination, rather than a pass through. The visioning process has taken large steps in this direction. Combined with strategic thinking and planning in other areas, we can maximize our chances of seeing real growth in the Oakland Avenue, Capitol Drive, and Wilson Drive areas. If we can significantly boost business property valuation, we can lift some of the burden off of the shoulders of the individual homeowner.

Please list any current or previously held elective or appointive public positions.

None.

Describe briefly your education and any work experience or other activity which in your opinion would be beneficial in carrying out the responsibilities of this office.

- See attached resume for an outline of my employment and educational history. As you review my resume, please consider the

benefit of having a marketing professional on the board, given the types of decisions facing the village at this time. I am experienced in collecting and analyzing marketing data, similar to that which we have collected for the visioning process and in other surveys conducted by the village. Additionally, I manage marketing vendors on a daily basis. Given the current level of outlays to marketing consultants, I believe my marketing experience would be helpful in keeping these processes on track.

- In addition to my professional activities, I have run for office twice, and have garnered support from a diverse array of Shorewood residents. Many of my supporters are not among the groups who have historically participated in Village government. Progressives speak out for those without a voice, and for those with less economic resources. I have spoken out for the interest of renters, seniors, the North Shore Legion Post, and a variety of other groups whose voices may otherwise not be heard. I must point out that many of the people I got to know during the campaign are comfortable approaching me about Village issues, but will never attend a Board meeting to advocate on their own behalf. I believe the participation of these groups is of utmost importance to our community, and that I can represent them effectively.
- I am already up to speed on the issues. In the past year, I have researched branding concepts in other municipalities, creative solutions to school finance concerns, the Milwaukee Wi Fi initiative, a WI State Attorney General's opinion concerning video gambling machines, specific statutes relating to appointments and special elections, and many other timely topics. I currently read the Village Board packets and the Village Manager's memo, just to keep up on weekly activities in the village. I have read most of the Village Code, the entire 2006 Village Budget, significant portions of the WI Statutes relating to municipal government, all available census data on Shorewood, and even an updated version of Robert's Rules of Order. This level of preparation makes me uniquely qualified to serve as a Trustee.
- I grew up in Shorewood. I have seen the Village from the perspective of every age and life situation. I went to Shorewood Schools, rented an apartment on Capitol, and now own a home on Woodruff Ave. This varied perspective has given me unique insight into the day to day life of various parts of our village. I believe my participation would round out the Village Board from a demographic standpoint.

Are you engaged in activities that would result in your inability to be available for evening meetings required as a Village Board member?

- Two weeks per year, I serve on active duty for training in the US Army Reserve. My duty weeks this year are May 26, 2006 through June 9, 2006. Since this is likely during the interview process for this appointment, I look forward to your advice on how I might complete this process at some other time.

List other organizations of which you are a member.

- St Roberts Parish
- American Legion
- American Marketing Association
- United States Army Reserve
- Annason Book & Wine Club
- Young Professionals of Milwaukee

If not selected for an appointment to the Board of Trustees, would you consider serving on a Village Commission, Committee, or Board?

- Yes, CDA or Police Commission

Signature:

Steve Koczela

Date:

5/17/06

Attachments: (1) Resume for Steve Koczela

Steven Mark Koczela

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EMPLOYMENT HISTORY

- 1/06 – Pres **Northwestern Mutual** Milwaukee, WI
Market Research Specialist
- Manage 8 to 9 simultaneous custom research projects including customer satisfaction, brand awareness tracking, B2B image assessment, channel partner satisfaction measurement, and website satisfaction measurement
 - Lead division wide initiative to select and implement new online survey programming tool
- 10/05 – 12/05 **Clear Advantage Research** Janesville, WI
Independent Contractor
- Analyzed and reported focus group results for regional newspaper regarding feasibility of charging for online news service
- 6/04 – 9/05 **Left Brain Marketing, Inc.** Milwaukee, WI (Telecommuter)
Marketing Research Manager
- Managed multiple and simultaneous marketing research projects from beginning to end
 - Project responsibilities included: bid writing, study design and execution, data analysis, report writing, client presentation, and additional ad hoc reporting as requested by clients
 - Project types included: customer satisfaction tracking, competitive benchmarking, new concept evaluation, channel partners satisfaction assessment, pricing structure assessment
- 6/02 – Pres **United States Army Reserve**
Drilling Army Reservist
- Team leader responsible for 4 soldiers, intelligence processes, and equipment
Operation Iraqi Freedom (2/03-4/04)
 - Iraq Survey Group: Led 3-4 soldier teams in daily intelligence collection missions in Baghdad
 - Awards: Army Commendation Medal, and Joint Service Commendation Medal
- US Army Intelligence Center (8/02 – 2/03) Fort Huachuca, AZ
- Graduated first in class of new trainees
- 6/01 – 8/01 **Directions Research, Inc.** Cincinnati, OH
Marketing Research Intern
- Designed and executed volume forecast study for regional telecom company
 - Worked on all phases of survey design, data analysis, and customer presentations for studies including concept tests, customer satisfaction tracking, brand image tracking, and ad awareness
 - Industries: Consumer Packaged Goods, Health Care, Telecom, Financial Services, Tobacco
- 1/00 – 5/01 **UW Division of Information Technology** Madison, WI
Financial Advisor, Account Manager
- Created online budgeting system for \$2 million IT department
 - Advised departmental managers in all aspects of financial operations
 - Created multi-tiered pricing models and assisted in sales consultations for IT products including server housing, server management, and mass data storage
- 5/97 – 12/99 **ARI Network Services** Milwaukee, WI
Market Researcher (5/99-12/99)
- Conducted primary and secondary research to analyze markets for readiness to adopt online catalog software and other business to business e-commerce tools