

EXHIBIT A – Common Council File 120313

Substitute resolution relating to the creation of the Milwaukee Jobs Act - Transitional Jobs Program and authorizing the expenditure of funds for this purpose.

Including Summary of Proposal Contained in Common Council File 120312

Substitute resolution relating to creation of the Milwaukee Jobs Act - Mayor’s Earn & Learn Program and authorizing the expenditure of funds for this purpose.

Overview

Mayor Barrett’s Earn and Learn Program (File 120312).....	\$168,000.....	page 2
Mayor Barrett’s Manufacturing Partnership Program.....	\$207,000.....	page 3
Common Council’s Neighborhood Ambassador Program.....	\$80,000.....	page 5
Garage Demolition Program.....	\$180,000.....	page 8
Hybrid Deconstruction Pilot Program.....	\$55,000.....	page 9
DPW Programs.....	\$0.....	page 13
LEAP Program.....	\$10,000.....	page 15

Prepared by:
Department of City Development
Department of Neighborhood Services
Department of Public Works
Legislative Reference Bureau
Milwaukee Area Workforce Investment Board
Office of Environmental Sustainability
Office of the Mayor
The Wisconsin Regional Training Partnership/Big Step

July 23, 2012

I. Mayor Barrett's Earn & Learn Program (Common Council File #120312)

Funding Request: \$168,000

Milwaukee Area Workforce Investment Board (MAWIB) Year Round Youth Program for Program Year 12

Goal

The Milwaukee Area Workforce Investment Board provides year round work experience to over 474 youth per year. Providing jobs for young people in our community will give teens experience in the world of work, support the development of lifelong skills and shape their attitudes about responsibility and citizenship.

Milwaukee Jobs Act - Mayor's Earn & Learn Program allocation of \$168,000 to this program will fund creation of 87 part-time jobs for teens in fall 2012 to spring 2013, helping to increase the goal to over 560.

Program Description

The program provides a full range of workforce and education services to two target groups-- in school youth (ISY) (ages 14 to 16) and out of school youth (OSY) (ages 17 to 21). Eligible youth served are low income and have barriers to completion of secondary education and barriers to employment.

A special focus of the current scope of work required agencies to link their program to a specific industry sector. This strategy would expose youth to career pathways and work experience opportunities in the selected industry.

Program Details

- Year Round program costs approximately \$2,000 per youth worker
- Provides up to a 16-week work experience
- Provides a wage rate of \$7.50 per hour at a work site for 10 hours each week
- The program provides an array of services to include paid and unpaid work experience, occupational skills training, leadership development, support services, mentoring and comprehensive guidance and counseling and follow up activities.

Program Goals – WIA Youth Measures

- Placement in Unsubsidized Employment or Education – 67% of all youth
- Attainment of Degree or Certificate – 66% of all youth
- Literacy and Numeracy Gains – 30% of all youth

# of Youth	87
# of Weeks	16
Hours per Week	10
Average Wage	\$7.50
Fringes (Includes FICA and WC)	12%
Retention	85%
YR Agency Coaching - \$600/youth	\$52,200
<hr/> Sub-total Year Round Program	<hr/> \$151,589
MAWIB Administration - 10%	\$16,411
<hr/> Total Budget	<hr/> \$168,000

II. Mayor Barrett's Manufacturing Partnership

Funding Request: \$207,000

Goal

Develop and implement a coordinated recruitment, training, placement and retention strategy to prepare and match Milwaukee jobseekers of varying skills levels with the hiring needs of manufacturing employers in Milwaukee and the region.

Partners

Mayor's Office, City of Milwaukee
Milwaukee Area Workforce Investment Board
WRTP / BIG STEP
Milwaukee Area Technical College
Manufacturing Employers (40+)

Strategy

- Employer Engagement & Assessment – Secure letters of commitment from specific employers to work with the partnership based on their workforce needs. Develop an inventory or detailed list of employers with their current and near future openings, position descriptions, hiring and employment requirements, and employment process.
- Participant Recruitment & Assessment – Identify individuals from One Stop Centers, HIRE Center, WRTP/BIG STEP (MATC) and community partners. Establish WIA eligibility, assess and document individual's skills, education and work experience in order to match training needs and address barriers they may have to access and retain employment.
- Employment Training – The partnership will utilize a flexible training approach to best match the skills and training needs required for both individuals and employers. The partners will use a progressive (tiered) approach that can include:
 - *Direct Placement* – For those individuals who have skills and experience needed to fill immediate openings, the partners will provide direct placement assistance.
 - *Pre-Vocational Training*: Typically 2-4 weeks – MSSC, basic or critical skills, basic manufacturing skills, occupational/workplace safety, and career readiness.
 - *On-the-Job Training*: Typically 12-16 weeks, and based on immediate employer hiring and connected to workplace training plan. Training may be done by the employer or an appropriate trainer.
 - *ITA / Customized Skills Training*: Individuals may enroll individually or in a small group setting in an approved certificate or credential program that is designed to provide the skills required for employment and is typically supported through case management.
- Retention – All participants will be tracked and receive appropriate follow-up services, which may include mentoring or support if there are personal or family barriers to maintaining employment.

Quarter 1 Outcomes

Employers Served: Waukesha Electric, Milwaukee Gear, Masterson, Harley-Davidson, HB Performance, Herker Industries, & Trace-O-Matic

WIA Trainings: Herker (CNC Machining), Milwaukee Gear (CNC), & Trace-O-Matic, & Masterson

Individuals Served: 104 Individuals Served - 53 Direct Industry Placements
51 Individuals Pre-employment Training / 37 Individuals Placed & 14 Placement Services

Training Demo Stats: 79% City of Milwaukee / 100% Milwaukee County
59% AAM / 14% HM / 12% WM / 10% AAF / 5% WF

Placement Wage: \$13.25 - \$15.00

Quarter 2 Projected Outcomes

Employers Served: Dresser/GE, Hellerman-Tyton, Harley Davidson, Monarch/Weldall, Grover, Waukesha Electric, Herker, & PH Mining

WIA Training: Dresser/GE (12), Hellerman-Tyton (30), Monrach/Weldall (16), Grover (12)

Individuals Served: 100 Served
50 Direct Industry Placements
70 Pre-Employment Training

Costs – Expenditure of Funds

The partnership was launched in April 2012 with an initial commitment of \$450,000 in federal WIA funding to support customized training, staff, pre-employment training, job placement and advancement, and related retention and support services to serve 150 individuals over an 18 month period. This funding will support the following:

1. WRTP/BIG STEP will budget \$105,000 for employer driven customized training for 30 participants at per participant cost of \$3500.
2. WRTP/BIG STEP will budget \$87,500 for prevocational, placement services and retention services and related staff for at least 30 individuals participants
3. MAWIB and WRTP/BIG STEP will budget a total of approximately 10% administrative costs for coordination, reporting and related management.

Additional funding will be leveraged as needed. Based on the availability of current funding, MAWIB and WRTP/BIG STEP anticipates this \$207,000 funding allocation will be spent through June 30, 2013.

Attachment 3 provides a more detailed summary of this program.

III. Common Council’s Neighborhood Ambassador Program

and

The Office of Environmental Sustainability’s Neighborhood Environmental Ambassadors

Funding Request: \$80,000

Goal

Create employment opportunities for unemployed and underemployed Milwaukee residents with limited skills while simultaneously improving the cleanliness and attractiveness of the City’s business improvement districts (“BIDs”) as places to shop, dine and open/operate businesses, thereby stimulating economic development in BID neighborhoods.

Strategy

Milwaukee currently has over 30 business improvement districts that are actively working to stimulate investment, job creation and tax-base growth in commercial areas throughout the city. One way that BIDs can stimulate economic development in their neighborhoods is by enhancing the appearance and cleanliness of those areas through litter and graffiti removal. Business Improvement District No. 21 (Milwaukee Downtown) operates a highly-successful “Clean Sweep Ambassador Program” that provides for sidewalk cleaning, public-space maintenance, graffiti removal and landscaping services within the BID. Because of its success, BID 21’s Clean Sweep program is worthy of emulation by other BIDs in Milwaukee.

By hiring individuals -- either directly or through contracts -- to perform litter, graffiti and snow removal and other neighborhood clean-up activities in a manner analogous to BID No. 21’s “Clean Sweep Ambassador Program,” other local BIDs can help alleviate the unemployment problem in Milwaukee’s central city while simultaneously improving the attractiveness of their districts as places to shop, dine or operate businesses. The Common Council’s Neighborhood Ambassador Program provides \$70,000 in seed money to encourage local BIDs to start similar programs in their commercial districts.

The Neighborhood Ambassador Program will be administered by the Department of City Development and will operate as a competitive grant program, with the total funding of \$70,000 divided among not more than 5 BIDs. Each successful BID will be required to amend its annual operating plan to provide for operation and funding of a neighborhood ambassador program (operating plan amendments shall be subject to Common Council review and approval). The Department will develop a grant application form and criteria for evaluating applications. DCD will then advertise the availability of the grants, evaluate submitted grant applications in terms of the criteria it developed, and award and monitor the grants. In addition, at a minimum, grant recipients shall comply with the following:

1. Business improvement districts, not the City, shall be responsible for the hiring of employees (“ambassadors”) to perform neighborhood clean-up services. A BID may hire these employees directly or contract for the clean-up services.

2. If one or more contractors are used by a BID to perform clean-up services, all workers performing clean-up services for the BID shall be represented by labor unions.
3. If one or more contractors are used, the BID shall utilize Emerging Business Enterprises (as defined in s. 360-01, Milwaukee Code of Ordinances) to perform at least 36% of contracted services, as measured by total annual dollar expenditures.
4. A minimum of 80% of persons employed by a BID – directly or under contract -- to perform clean-up services shall be unemployed or underemployed residents (using the definitions of “unemployed or underemployed” and “resident” in s. 309-41-1 of the Code of Ordinances).
5. A participating BID is eligible to designate up to 10% of awarded funds for administration costs incurred by the BID or its contractors.

Neighborhood Ambassador Budget Proposal

Project Start: September 2012. The following budget reflects a 30-hour/week, 6-week work period. The RFP for grant applications will include a final determination by DCD of work hours per week and number of weeks of work, and will be at the same ratios as provided in the following table.

Nature of Expenditure/ Item	Rate	# of Hours	# of Positions	Total Costs
DIRECT COSTS				
Personnel				
Neighborhood Ambassadors	10	180	24	43,200.00
Crew leaders	13	200	3	7,800.00
Personnel Subtotal				51,000.00
Fringe Benefits (25% on salaries of program staff)				
Fringe benefits Subtotal				12,750.00
Total Personnel Costs				63,750.00
Uniform/Equipment				
Safety Equipment (includes safety boots/gloves)				3,200.00
OTHER Direct Costs				
Training				1,800.00
Educational Brochures/Handouts				750.00
Communication / Internet/ Photocopying				300.00
Other Program event				200.00
Total Other Direct Costs				6,250.00
GRAND TOTAL (total personnel costs + program direct costs)				70,000.00

IV. Garage Demolition

Funding Request: \$180,000

Goal

Provide employment opportunities while eliminating blight and public safety nuisances in our neighborhoods.

Strategy

The Department of Neighborhood Services has placed the highest priority in the demolition program on the primary structures on a lot. This has left many garages along alleys still in need of repair and/or demolition. Dilapidated structures that are not readily observed from the street are a very attractive target for criminal activity. Currently, the department estimates there are approximately 100 garages in the need of demolition. This program will facilitate demolition of these structures. **Attachment 1 illustrates the locations of the open raze orders for garage structures city-wide, and Attachment 2 provides photographs of a sample of garages that would be included in this program.**

First, it is recommended to change the bonding and insurance requirements for garage demolition be reduced to a level commensurate with the risk involved. Second, garage demolition contracts will be structured such that the work would be done by hand and that materials would be sorted. Shingles, wood, metals and masonry would be required to be sent to facilities that would repurpose the materials.

By taking this approach, smaller firms would be able to compete for such opportunities without large start-up costs for equipment needed for larger demolition projects. Additionally, it is a significantly more responsible approach from the perspective of the environment and eliminates some targets for criminal activity.

It is estimated that a typical cost to the City to demolish a garage is \$1,700. Therefore this initiative costs are estimated at \$170,000. In order to ensure that 100 garages are taken down, a contingency component has been included to account for potential variables that are undiscovered at the time of budget preparation. For garage demolition most typical 'unknowns' from traditional residential demolition are already known. Asbestos, for example, is not an issue like it is for houses and commercial buildings. Likewise, fuel tanks are extremely rare in stand-alone garages. Because of these facts, a contingency allocation of \$10,000 is included, for a total of \$180,000. Any unspent funds will be utilized for future demolition projects.

V. Hybrid Deconstruction Pilot Initiative

Funding Request: \$55,000 (to supplement funds in the DNS-raze Special Purpose Account, with a total cost of \$105,000)

Goal

Provide employment opportunities while eliminating blight and public safety nuisances in our neighborhoods.

Hybrid Deconstruction

Hybrid deconstruction is a method of demolition that combines manual labor with the use of mechanical and heavy equipment to demolish blighted residential properties. The job creation element in the hybrid model revolves around the use of manual labor for activities that divert building materials from the waste stream. This strategy allows for the use of workers who can become productive with a modest degree of training. The use of heavy equipment for portions of the work results in significantly reduced cost and faster project completion, compared to deconstruction models that employ 100% manual labor.

Hybrid deconstruction begins with manual removal of items that have salvage value: wood flooring, architectural elements, cabinets, doors, etc. On-site labor is used to remove and prepare these items for sale. Workers also manually remove elements such as siding and windows.

Following the removal of such items, heavy equipment is used to take the house apart in a manner that allows building components to be broken down manually. Building materials such as bricks, metal and wood are processed and sorted on site in preparation for recycling or resale.

These photos were taken during a hybrid deconstruction training project on N. 12th St. in April 2012. The project, which demolished two vacant houses owned by Our Home, Your Home, was managed by Re-Use Consulting of Bellingham, WA, and used work crews involved in a training program operated by Wisconsin Community Services.



Laborers have completed pre-demolition salvage activities at this property and removed asbestos siding and windows. It is nearly ready for the second stage of the process: dismantling into components.



Heavy equipment is used to dismantle the components of the house.



On-site laborers organize salvaged and demolition materials to prepare them for resale and recycling.

While nearly any property could be demolished using hybrid deconstruction, the cost advantage to this method is realized when the following criteria are used to select properties:

- 1) The property contains salvageable material that can be sold.
- 2) The property is located on a site that allows for on-site sorting of material, off-street placement of the heavy equipment involved in demolition, and separation of the laborers from the equipment in order to maximize workplace safety.

The N. 12th Street project involved the hybrid deconstruction of two single-family houses separated by a vacant lot. This provided ideal conditions.

A hybrid deconstruction pilot project for Milwaukee

Re-Use Consulting of Bellingham, WA, has used hybrid deconstruction techniques to demolish about 600 houses in various parts of the US. The company recently has been retained by Wisconsin Community Services to provide training in these techniques to WCS clients. Art Dahlberg, Commissioner of the Dept. of Neighborhood Services, and Martha Brown, Deputy Commissioner of the Dept. of City Development, recently had the opportunity to meet Dave Bennink, the owner of Re-Use Consulting, and witness the deconstruction of two houses on N. 12th Street in Milwaukee. WCS trainees performed the manual labor for this project.

We are proposing to do a hybrid deconstruction pilot project in Milwaukee to determine the feasibility of a larger-scale project here as an affordable, job-creating complement to standard demolition and deconstruction techniques.

The pilot project will be designed to evaluate whether and how the use of hybrid deconstruction can help the City of Milwaukee to meet four goals:

- 1) Increase the number of jobs generated by the City's expenditures on demolition of blighted residential property.
- 2) Divert a significant portion of building materials generated by residential demolition from the waste stream through re-use and recycling.

- 3) Encourage the formation of businesses related to demolition, salvage and waste diversion activities.
- 4) Minimize the City's per-unit cost of job-intensive demolition activity in order to maximize the number of residential properties that can be demolished through such methods.

The pilot project will require a contract with Re-Use Consulting to design a "Milwaukee model" for hybrid deconstruction and the use of hybrid deconstruction practices to demolish a small number of City-owned properties varying in size, age and site characteristics. The project involves evaluation of the following information:

- 1) Time and cost of the pilot demolitions using the hybrid deconstruction method and development of criteria for selecting local residential properties for hybrid deconstruction.
- 2) Tracking of the training required to prepare laborers to undertake activities related to waste diversion, and tracking of direct labor hours used in these demolitions.
- 3) Evaluation of the feasibility of using City staff and equipment vs. private contractors to handle supervision of on-site workers and operation of mechanical and heavy equipment required for hybrid deconstruction.
- 4) Measurement of the types and amounts of materials that were salvaged and the revenues generated from salvage activities.
- 5) Measurement of the types and amounts of building materials that were diverted from the waste stream through re-use and recycling.
- 6) Evaluation of the local and regional markets for salvaged materials and reuse and recycling options for demolition waste, and evaluation of the local small business formation opportunities connected to such activities.
- 7) Evaluation of contracting options for the use of hybrid deconstruction. (The contracts between Re-Use Consulting and the cities of Seattle and Indianapolis and the Cuyahoga County Land Bank illustrate several approaches.)

Allocation of \$55,000 will supplement funds in the raze special purpose account of DNS will allow implementation of a hybrid deconstruction pilot project that evaluates 25 tax-foreclosed properties to determine their suitability for this demolition method. The evaluation will lead to selection and demolition of six properties. Part of the allocation from the Department of Neighborhood Services special purpose account for razing will be used to contract with Re-Use Consulting to design the "Milwaukee model" of hybrid deconstruction.

Total Project Budget

Expenditure	Amount
Contract to evaluate suitability of 25 tax foreclosed properties for hybrid deconstruction and salvage	\$6,000.00
Hybrid demolition of 6 tax foreclosed properties	\$90,000.00
Contract to audit salvage materials and building materials diverted from waste stream	\$7,800.00
Photo and video documentation of pilot project	\$1,200.00
TOTAL	\$105,000.00

VI. Department of Public Works Programs

Funding Request: \$0

The Board-up Contract program was initially determined to require \$100,000 in grant funds to offset the cost to the Department of Public Works for the encumbrance of funding for the contract(s), the cost of which would eventually be recouped through payment by the owner of the property receiving the board-up. It was then realized that the encumbrance could be applied to the city's reimbursable fund to be recouped upon payment, as is the normal process, and that grant funds would not be needed to enter into contract(s) with the CBO(s).

Board-up Contract

Goal

To provide employment opportunities while providing responsive service in securing unsecured houses.

Strategy

Currently DPW utilizes City staff to undertake emergency board-up work. On average, the Department of Public Works receives 5000 board-up requests per year (split equally between day and after-hours). Based on 2011 data, 1800 hours of city carpenter time was used toward board-up activities, along with the assistance of 2 to 3 contract carpenters depending on the work load.

Under the existing program, during daytime hours, only two Departments can issue orders for a board-up: DNS and the Police Department. The calls are received in a variety of ways: faxes, calls directly from DNS, calls directly from the Police, or calls from the City Hall Operator who has routed a call from DNS or the Police. Under the recommended contract, however, the calls would go directly to the designated contractor to perform the work. They would then submit a certification of completion and pictures to confirm the work has been finished. This would provide entry level work opportunities for people in the City of Milwaukee.

As stated, for those calls not received during the daytime hours, current processes would be maintained.

The Department of Public Works recommends contracting out portions of emergency board-up work for work performed during the day time hours, while maintaining status quo for the “after-hours” board-ups.

Selection Criteria

The contractor or CBO will be selected based upon, but not limited to, the following criteria:

- Experience in providing similar type services
- Having an established job training (“wrap around”) program
- Being insured and bonded
- Having experience handling and processing payroll
- Having the requisite tools and equipment

Cost

Costs of board-ups, under this recommendation, will be recouped per current processes. Current process states that once a worker or contractor is dispatched to a board-up location, the board-up cost is charged to a project code in the reimbursable fund. That cost is then recouped by billing the owner of the property. In cases of non-payment, the charge becomes a special assessment on the owner’s property tax bill.

Trash and Debris Removal

Goal

To provide entry level work opportunities for neighborhood residents to remove bulky trash and scattered debris from private property and city owned vacant lots.

Strategy

Currently DPW utilizes a private contractor to remove bulky trash and strewn debris from private properties that do not comply with DNS clean up orders and from city owned vacant lots. Costs associated with private property clean up are generally recouped through billing property owners. Work on city owned properties are absorbed as part of the annual budget for Operations division.

We propose employing neighborhood resources (a minimum of a two person crew) to remove trash and scattered debris when notified by the City of properties that are non-compliant. This initiative would provide entry level work opportunities for people in the neighborhood. Residents/employees would need to be licensed to drive, follow maps /directions, able to work outdoors, walk, bend and lift items weighing up to 25lbs. Team lifting may be required for heavier items. Areas not served by a BID or CDC under contract with the City would continue to be serviced by citywide vendors.

Selection Criteria

The contractor or CBO will be selected based upon, but not limited to, the following criteria:

- Experience in providing similar type services
- Having an established job training (“wrap around”) program
- Being insured and bonded
- Having experience handling and processing payroll
- Having the requisite tools and equipment (This will not require a major capital investment; however, a licensed and insured pick up truck and hand tools will be required)

Cost

Costs of removing trash and debris that is in violation of city ordinance, under this recommendation, will be recouped per the current process. Current process states that once a worker or contractor is dispatched to remove trash or debris of this type, the removal cost is charged to the city's reimbursable fund. That cost is then recouped by billing the owner of the property on which the trash or debris was located. In cases of non-payment, the charge becomes a special assessment on the owner's property tax bill.

VII. LEAP Program

Under this program, the Local Initiatives Support Corporation ("LISC") Milwaukee, the Milwaukee Police Department and the City's Earn and Learn program collaborate to strengthen communication between Milwaukee teens and police, prepare teens for future career success, and introduce Milwaukee companies to a diverse group of Milwaukee's future workforce. Through LEAP, area businesses help build work-readiness skills and provide paid work experience opportunities for Milwaukee teens who are enrolled in MPD's STOP (Students Talking it Over with Police) program. Students ages 16-18 work at area businesses to learn firsthand how to apply the skills they've learned in school and through STOP to the workplace.

Companies contribute a flat rate of \$2,000 for participation, and interns are paid between \$7.25 and \$9.00 per hour. Participating employers have included Children's Hospital of Wisconsin, Educators Credit Union, Harley-Davidson, KBS Constructional, The PrivateBank, Roundy's, Taylor Dynamometer, US Bank and

Wheaton Franciscan-St. Joseph. Teen interns are selected from the Harambee, Lindsay Heights, Clarke Square and Layton Boulevard West neighborhoods. The City's Earn & Learn program accepts job orders from participating companies, helps screen and match qualified students to fill job orders, and provides support and technical assistance to participating companies.