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## **Audit of Resident Participation in Development Agreements**

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**MARTIN MATSON**

City Comptroller

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City of Milwaukee, Wisconsin

November 2015

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**Office of the Comptroller**

November 16, 2015

Honorable Tom Barrett, Mayor  
The Members of the Common Council  
City of Milwaukee  
Milwaukee, WI 53202

Dear Mayor and Council Members:

The attached report summarizes the results of our audit of resident participation in development agreements, administered by the Department of City Development (DCD) and the Department of Administration – Office of Small Business Development (OSBD). The audit assessed developers' compliance with requirements regarding the use of unemployed and underemployed city residents stipulated in the development agreements approved by the Common Council. The scope of the audit included development agreements with a resident participation requirement approved after August 8, 2009 and completed by December 31, 2014. The final objectives of the audit were to:

1. Verify the developer met the residency target outlined in the agreement.
2. Assess whether the developers' numbers reported to City officials were accurate.
3. Determine whether the data is readily available to City officials.

The original intent of the audit was to assess compliance with Milwaukee Code of Ordinances Chapter 355, Section 7 governing participation of city residents in development agreements. Chapter 355 applies to all persons or entities receiving direct financial assistance for projects approved after August 8, 2009. However, per the definition of direct financial assistance in Section 1, there were no persons or entities that received direct financial assistance for projects approved after August 8, 2009 and completed by December 31, 2014.

While the developers did not receive direct financial assistance as defined in MCO 355-1-2, the City entered into four development agreements during the test period that included a resident participation requirement. Therefore, the primary objective of the audit changed from assessing compliance with the ordinance, to assessing compliance with the residency requirements of the development agreements.

The audit results confirmed that each project tested met the residency requirement set by the development agreement. While testing discovered some inaccuracies in the reporting, the errors did not impact the end result.



Honorable Tom Barrett, Mayor  
The Members of the Common Council  
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Lastly, the audit addressed concerns that policy makers and those charged with governance do not have the information needed to make educated and timely decisions regarding the resident preference program. During the audit, there was some difficulty in obtaining the information needed to conclude on the audit objectives. The audit makes four recommendations to resolve this and other findings, and includes two observations. It should be noted that the DCD and the OSBD had already taken steps to address some of the issues encountered during fieldwork. This is reflected in management's response.

Audit findings are discussed in the Audit Conclusions and Recommendations section of this report, followed by management's response.

Appreciation is expressed for the cooperation extended to the auditors by the staff of the Department of City Development, the Office of Small Business Development, and the developers, contractors, and compliance monitors that provided information used to complete the audit.

Sincerely,



Stacey Mazmanian, CIA, CGAP  
Audit Manager

## I. Audit Scope and Objectives

The audit examined resident participation in development agreements, as administered by the Department of City Development and the Department of Administration – Office of Small Business Development. The scope of the audit included development agreements with a resident participation requirement approved after August 8, 2009 and completed by December 31, 2014.

The original intent of the audit was to assess compliance with Milwaukee Code of Ordinances Chapter 355, Section 7 governing participation of city residents in development agreements. Chapter 355 applies to all persons or entities receiving direct financial assistance for projects approved after August 8, 2009.

Direct financial assistance means the value of below-market land sales, any direct subsidies to developers and city expenditures for private improvements, with a combined value of \$1 million or more, as determined by the commissioner of the Department of City Development, targeted specifically to a project. It includes the value of tax increment financing and below-market-rate loans provided by the City.<sup>1</sup>

However, there were no persons or entities that received direct financial assistance for projects approved after August 8, 2009 and completed by December 31, 2014.

While the developers did not receive direct financial assistance as defined above, the City entered into four development agreements during the test period that included a resident participation requirement. Therefore, the primary objective of the audit changed from assessing compliance with the ordinance, to assessing compliance with the residency requirements of the development agreements. Those projects were:

<b>Project</b>	<b>Completed</b>	<b>Residency Requirement</b>	<b>Residency Achieved*</b>
735 North Water Street	2011	21%	40%
The Brewery: UWM School of Public Health	2012	21%	29%
The Moderne	2012	30%	31%
North End Phase II	2014	30%	32%

<sup>1</sup> Milwaukee Code of Ordinances 355-1-2

\*As verified through Internal Audit testing

The final objectives of the audit were to:

1. Verify the developer met the residency target outlined in the agreement.
2. Assess whether the developers' numbers reported to City officials were accurate.
3. Determine whether the data is readily available<sup>2</sup> to City officials.

This audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit obtain sufficient, appropriate evidence to provide a reasonable basis for the findings and conclusions based on the audit objectives. Internal Audit believes that the evidence obtained provides a reasonable basis for the audit's findings and conclusions based on the audit objectives.

The audit methodology included developing an understanding of processes and controls for monitoring developers' compliance with the residency requirements stipulated in the development agreements approved by the Common Council. The audit procedures developed to evaluate the processes and controls to meet the audit objectives included process walk-throughs and inspection of relevant documentation. Procedures and tests performed included:

- Reviewing documentation to verify resident participation program eligibility requirements were met;
- Verifying eligibility documentation was submitted for all resident participants working on the project;
- Verifying the developer or contractor submitted required time reports;
- Confirming the numbers submitted by the developer or contractor agree to quarterly reports submitted; and
- Recalculating report numbers submitted by the developer or contractor.

The scope of the audit excluded:

- Development projects approved or completed outside of the audit period.
- Development projects not yet completed.

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<sup>2</sup> Readily available is defined as having direct access to the desired information via internal resources.

- Monitoring and enforcement of resident participation requirements for public works contracts.

Information obtained and reviewed included internal policies and procedures where available, certain chapters of the Milwaukee Code of Ordinances, compliance documentation contained in development and human resource agreements, Resident Preference Program (RPP) eligibility documentation, contractor time reports, and final detail reports.

## II. Organization and Fiscal Impact

Milwaukee Opportunities Restoring Employment (M.O.R.E.) legislation went into effect in August, 2009 with the purpose of providing employment opportunities to unemployed and underemployed city residents. Chapter 355 of the Milwaukee Code of Ordinances provides the governing legislation for resident participation in development agreements. Per the ordinance, the Department of City Development and the Office of Small Business Development are responsible for the planning, implementation and enforcement of Section 355-7 governing participation of city residents.

### *Department of City Development*

The mission of the Department of City Development is to improve the quality of life in Milwaukee by guiding and promoting development that creates jobs, builds wealth and strengthens the urban environment, and at the same time respects both equity and ecology. The DCD supports the City's goals to increase investment and economic vitality throughout the city and to build safe and healthy neighborhoods. DCD has a wide range of responsibilities in housing, planning, development, business assistance, real estate and marketing. The DCD provides incentives for the growth of employment opportunities and supports private investment that grows the city's tax base.<sup>3</sup>

Using resources from the Redevelopment Authority of the City of Milwaukee (RACM), DCD works with the Common Council to provide development opportunities for private investors. Generally, if a person or entity receives financial assistance from RACM or the City that is targeted for a specific project, the development agreement will include a residency requirement. The residency requirement is determined by the Commissioner of City Development, and ultimately approved by the Common Council.

### *The Office of Small Business Development*

The Office of Small Business Development is housed within the Business Operations division of the Department of Administration. It was created to assist with concerns of and protect the interest of emerging small business owners. The OSBD takes steps in promoting and

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<sup>3</sup> 2015 Plan and Budget Summary, pages 51 - 56

encouraging full and open competition in Milwaukee.<sup>4</sup> The OSBD is also responsible for monitoring and enforcing community participation in private development projects that receive financial assistance from the City. OSBD staff work closely with project compliance monitors that are hired by the developers to track and report the use of RPP eligible workers.

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<sup>4</sup> Office of Small Business Development – 2013 Annual Small Business Enterprise Program Utilization Report

### **III. Audit Conclusions and Recommendations**

Audit procedures were designed to confirm compliance with resident participation requirements of development agreements, verify accuracy of resident participation numbers reported to the City, and assess the availability of resident participation data to City officials.

Audit results confirmed that each project tested met the residency requirement set by the development agreement. While testing discovered some inaccuracies in the reporting, the errors did not impact the end results. During the audit, there was some difficulty in obtaining the information needed to conclude on the audit objectives. The audit makes four recommendations to resolve this and other findings:

1. Develop and document policies and procedures for monitoring residency requirements in development agreements.
2. Strengthen controls to ensure reporting accuracy.
3. Require the use of LCPtracker to report resident participation in development agreements.
4. Prepare and communicate an annual resident participation performance report.

This report includes two observations. One is related to MCO Chapter 355 and one is related to the administration of the residents preference program. An observation may not constitute a recommendation, but should be taken under advisement. Additional details regarding the recommendations are provided in the following sections of this report.

#### **A. Compliance**

##### *Monitoring and Enforcement*

One of the functions of the OSBD is to monitor and enforce compliance of residency requirements in development agreements during all phases of a project. Monitoring includes consultation with the developer prior to the release of funds, reviewing goal status throughout construction, and reviewing final numbers after a project is completed. Based on re-performance of compliance reviews for a sample of development agreements executed and completed during the test period, the audit concludes that each project was in compliance with its respective

residency requirement. However, the OSBD does not have documented policies and procedures in place for these processes. Consequently, monitoring procedures for the projects tested were performed irregularly, and required documentation was not obtained or retained consistently.

**Recommendation 1: Develop and document policies and procedures for monitoring residency requirements in development agreements.**

Policies and procedures promote consistency, define expectations and provide a source of information and direction pertaining to the conduct of standard operations and their related activities regarding a specific process, processes or controls. Management should develop and document formal policies and procedures to ensure consistency in monitoring compliance and the obtaining and retaining of documentation across development agreements.

*Chapter 355 Community Participation in Development Agreements*

While the audit did not test compliance with Chapter 355, it was reviewed to obtain an understanding of the expectations for human resource components of development agreements. Our review identified inconsistencies within the language of the chapter that may cause confusion in the application of the ordinance and difficulty in the enforcement of the ordinance. Specifically:

- The definition of direct financial assistance limits the reach of the ordinance. The current threshold of \$1 million, and the specific source of assistance (i.e., “the City,” which does not include component units) excludes projects that may otherwise be candidates for the requirements.
- Chapter 355 does not include sanctions that would compel persons or entities receiving direct financial assistance for development projects to comply with the requirements. The sanction for noncompliance is the imposition of a requirement that remedial efforts be undertaken by developers for the remaining portion of a project where initial reports demonstrate non-compliance with the resident preference hours required for the project.
- Section 355-7 requires the OSBD confirm that all contractors and subcontractors have submitted construction contractor time reports listing workers by name, residential address, work classification and hours worked. It does not require the OSBD to obtain or

subsequently report racial demographics and residency information. This is inconsistent with MCO 309-41 Participation of City Residents in Public Works Contracts and the expectations of City officials.

### **Observation 1: Milwaukee Code of Ordinances Chapter 355 Community Participation in Development Agreements**

The City should consider making revisions to Chapter 355 of the Milwaukee Code of Ordinances to address the limitations and inconsistencies identified above and to better reflect the purpose and intent of the M.O.R.E ordinance as it applies to development agreements. Changes considered may include:

- Redefining direct financial assistance to include more projects in the scope of the ordinance.
- Adding meaningful sanctions to facilitate enforcement.
- Aligning annual performance reporting requirements with MCO section 309-41 and stakeholder expectations.
- Revising the language as necessary to accurately reflect responsibilities.

### **B. Reporting Accuracy**

One objective of the audit was to assess the accuracy of resident participation numbers reported to the City. Audit procedures included verifying the data in the time reports to the source documentation, primarily employee affidavits for resident participation (Appendix 1). Testing identified that developers do not consistently report accurate resident participation data to the City. Specifically:

- The audit was not able to verify the eligibility of all RPP workers for one of the projects.
- Data from four subcontractor time reports totaling over 2,500 hours was not included in the final report for the same project.
- Reporting for another project included over 400 hours toward the resident participation goal for a worker that moved out of the city.
- The final resident participation hours reported for a third project were overstated.

For the first two items, the developer did not utilize an external monitoring company. The project and worker hours were reported by the contractor. Irrespective of the errors identified above, all projects tested met the resident participation requirements of their respective development agreements. Regardless, decisions concerning direct financial assistance and the future of the residents preference program could be affected by inaccurate information.

**Recommendation 2: Strengthen controls to ensure reporting accuracy.**

The Department of City Development and the Office of Small Business Development should work together to strengthen controls surrounding reporting accuracy:

1. For development agreements with a resident participation requirement, the developer should be required to utilize an external monitoring company to track and report resident participation data throughout a project.
2. Developers not utilizing an external monitoring company should receive training regarding resident participation compliance requirements.
3. The OSBD should:
  - a. Develop and implement policies and procedures to obtain and retain supporting documentation, and
  - b. Verify the quarterly and final resident participation reports are consistent with what was reported to the City throughout project construction.

**C. Data Availability**

One of the concerns underlying the audit was the notion that policy makers and those charged with governance do not have the information needed to make educated and timely decisions. This translated into one of the audit’s criteria that data be readily available. Internal Audit defined readily available as having direct access to the desired information via internal resources.

As noted earlier in the report, the OSBD did not consistently obtain or retain documentation supporting resident participation in development agreements. Therefore, Internal Audit obtained the documentation required for testing directly from the developer or the monitoring company hired by the developer. One of the monitoring companies used for two of the projects in the audit scope charged Internal Audit a fee to provide the information.

Ultimately, Internal Audit was able to obtain all the necessary information to complete testing. Data and documentation was obtained from the OSBD, the developers, the monitoring companies, and the Department of Public Works Contract Administration Office.

**Recommendation 3: Require the use of LCPtracker to report resident participation in development agreements.**

For development projects where the terms have not yet been approved, the City should require developers receiving financial assistance to report the resident participation data using the City's LCPtracker software. For current projects, the OSBD should develop and implement policies and procedures to obtain and retain the data and supporting documentation required by policy makers to assist in the appraisal of the residents preference program. Documentation should be retained for the length of time required by state statutes and City ordinances.

**Recommendation 4: Prepare and communicate an annual resident participation performance report.**

For all development agreements by the City of Milwaukee with a residency requirement, the OSBD should prepare an annual resident participation report on the efforts of recipients of financial assistance in achieving the goals of the agreement. The performance report should include the information outlined in MCO 355-7-3.

*Monitoring Across City Departments*

Currently, resident participation for development agreements is monitored and enforced by the Office of Small Business Development. Resident participation for construction contracts is monitored and enforced by the DPW Contract Administration Office. There are also RPP requirements for housing infrastructure preservation fund work and demolitions contracted by the Department of Neighborhood Services (DNS), which are administered by the Department of City Development and DNS respectively. If not properly coordinated, decentralized processes can be difficult to control and oversee.

**Observation 2: Administration of the residents preference program**

The City should consider the benefits of centralizing the administration of the residents preference program which include increased efficiency and consistency. Centralizing program

administration would also maximize control and accessibility of data. The program could be centralized within a City department or division or outsourced to an external agency. To achieve the full benefit, all aspects of the program, from the collection and recording of data, certifying participants, monitoring developer and contractor progress, enforcement, and reporting, for all uses (construction contracts, development agreements, demolitions, etc.) should be performed by one unit.



Business Operations Division  
Office of Small Business Development

Tom Barrett  
Mayor

Rhonda U. Kelsey  
City Purchasing Director

Nikki Purvis  
Manager

November 6, 2015

Ms. Stacey Mazmanian  
Audit Manager  
City of Milwaukee Internal Audit  
City Hall, Room 404  
200 East Wells Street  
Milwaukee, WI 53202

Dear Mrs. Mazmanian,

This letter provides the Department of Administration (DOA) -Business Operations Division (BOD)-Office of Small Business Development's (OSBD) responses to the recommendations of the Audit of Resident Participation in Development Agreements.

We appreciate the opportunity to work with audit staff and value the recommendations for improving the OSBD's best practices as it relates to resident participation in development agreements.

**Recommendation 1: Develop and document policies and procedures for monitoring residency requirements in development agreements.**

While the Contract Compliance Officer currently utilizes drafted documents outlining policies and procedures for monitoring compliance, we understand the appropriateness of formalizing the processes in a centralized location readily accessible to all employees. Although no private development projects completed between August 9, 2009 and December 31, 2014 triggered resident participation as defined in Chapter 355, we recognize the positive impact written policies have on the department's ability to monitor and analyze program effectiveness.

Prior to the audit, the OSBD identified the need to formalize procedures for monitoring residency requirements in development agreements and is in the process of codifying the drafted procedures in the department's Procedures Manual.

Implementation date: *Action already in progress with an anticipated completion date of January 1, 2016.*

**Recommendation 2: Strengthen controls to ensure reporting accuracy.**

*Item 2. Developers not utilizing the external monitoring company should receive training regarding resident participation compliance requirements.*

The OSBD shares the audit's concerns about reporting accuracy. For large private development projects, as a provision of the SBE or Human Resources Agreement, developers are often required

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[www.milwaukee.gov/osbd](http://www.milwaukee.gov/osbd)



to utilize an external compliance monitor who reports residency data to the OSBD. As a standard practice, the Contract Compliance Officer meets with the developer and/or its designee to discuss compliance and reporting expectations. However, offering additional training opportunities or information to the broader contracting community regarding the residency program may increase compliance.

*Implementation date: Action already in progress with an anticipated completion date of January 1, 2016.*

*Item 3. The OSBD should:*

- a. Develop and implement policies and procedures to obtain and retain supporting documentation*
- b. Verify the quarterly and final resident participation reports are consistent with what was reported to the City throughout project construction.*

The OSBD shares the audit's concerns with obtaining and retaining supporting documentation. To date, it has been the office's procedure to collect contractor time reports for all private development projects with the exception of those with external compliance monitors. We recognize the importance of collecting all documentation, as identified in the ordinance, so that the information is readily available upon request. Obtaining such documentation further ensures the ability to verify that participation reports are consistent throughout project construction.

*Implementation date: Action completed as of August 21, 2015.*

In October 2014, the City procured LCPtracker, a web-based workforce compliance software, to track, monitor and centralize residency participation data. In 2015, the OSBD completed implementation and, to date, is tracking residency data for two development projects (Century City 1 and The Mackie Building.) This software will allow the OSBD the ability to improve recordkeeping, compliance monitoring and provide more comprehensive data analysis.

**Recommendation 4: Prepare and communicate an annual resident participation performance report.**

As the audit notes, there were no persons or entities that received direct financial assistance for projects approved after August 8, 2009 and completed by December 31, 2014. Therefore, the OSBD was not required, per ordinance, to prepare such information. However, the OSBD understands how this data impacts policy decisions and, on October 26, 2015, presented its first comprehensive resident participation performance report to the Common Council which included data for all private development projects with residency requirements. It is important to note that prior to the submission of this report, the OSBD included RPP participation outcomes related to development projects in the annual SBE Participation Report which is required annually via Chapter 370.

*Implementation date: Action completed as of October 26, 2015.*

Best,



Nikki Purvis  
Manager



Department of City Development  
City Plan Commission  
Redevelopment Authority of the City of Milwaukee  
Neighborhood Improvement Development Corporation

Rocky Marcoux  
Commissioner  
rmarco@milwaukee.gov

Martha L. Brown  
Deputy Commissioner  
mbrown@milwaukee.gov

November 12, 2015

Mr. Martin Matson  
Comptroller  
City of Milwaukee  
City Hall, Room 404

Dear Mr. Matson:

This letter provides the Department of City Development's response to the Audit of Resident Participation in Development Agreements dated November 2015. We appreciate the opportunity to work with audit staff to ensure unemployed and underemployed city residents are working on the projects to which the City provides financial assistance and that developers are committed to the requirements in the Milwaukee Code of Ordinance Chapter 355.

Your staff was particularly thoughtful and diligent in working with the Department of City Development (DCD) as information was gathered and questions arose. While DCD does not have primary responsibility for monitoring compliance with RPP requirements, we see ourselves as important contributors to attaining compliance with both the goals of the ordinance and City policy. I want to share some specific comments with respect to your department's audit:

**Recommendation 2: Strengthen controls to ensure reporting accuracy.**

*Item 1. For development agreements with a resident participation requirement, the developer should be required to utilize an external monitoring company to track and report resident participation data throughout a project.*

The Department of City Development supports the utilization of an external monitoring company to track and report resident participation data throughout a development project. Implementation date: *April 30, 2015. All development projects that include a resident participation requirement in the Human Resource Agreement require the use of the LCPtracker system as requested by the Department of Administration (DOA)-Business Operations Division (BOD)-Office of Small Business Development's (OSBD) staff.*

**Recommendation 3: Require the use of LCPtracker to report resident participation in development agreements.**

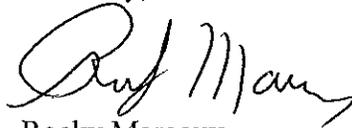
On April 30, 2015 the Department of Administration (DOA)-Business Operations Division (BOD)-Office of Small Business Development's (OSBD) staff hosted a meeting and invited Department of City Development and City Attorney's Office representatives and introduced

Mr. Martin Matson  
November 12, 2015  
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them to the LCPtracker system. It was requested that all projects moving forward should require the use of this system by developers who have resident participation requirements. Implementation date: *April 30, 2015. The City Attorney's Office staff prepared language that was added to the Human Resource Agreement template requiring the use of the LCP tracker to monitor resident participation on all development projects that have a Resident Preference Program requirement. Term sheets developed by the Department of City Development include the required Human Resource Agreements and explicitly commit developers to use the LCPtracker as part of their compliance with RPP requirements.*

Thank you for the opportunity to respond to these recommendations.

Sincerely,

A handwritten signature in black ink, appearing to read "Rocky Marcoux". The signature is fluid and cursive, with a long horizontal stroke at the end.

Rocky Marcoux  
Commissioner

\_\_\_\_\_  
Contractor Name

\_\_\_\_\_  
DPW Contract No.

## Employee Affidavit Residents Preference Program

I certify that I maintain my permanent residence in the City of Milwaukee and that I vote, pay personal income tax, obtain my driver's license, etc. at \_\_\_\_\_, Milwaukee, WI \_\_\_\_\_  
(Address) (Zip Code)

**Residency status:**

To verify my resident status, attached please find the following (check *two*)

- \_\_\_\_\_ Copy of my voter's certification form.
- \_\_\_\_\_ Copy of my last year's Form 1040.
- \_\_\_\_\_ Copy of my current Wisconsin Driver's License or State ID.
- \_\_\_\_\_ Copy of Other (i.e., Utility bill, Lease, etc.)

**AND**

**Unemployment status:**

I certify that I have been unemployed as follows: (Check those that apply)

- \_\_\_\_\_ I have worked less than 1,200 hours in the preceding 12 months.
- \_\_\_\_\_ I have not worked in the preceding 30 days.

**OR**

**Underemployed status:**

\_\_\_\_\_ I certify that based on the attached chart (Income Eligibility Guidelines), I am underemployed.

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Sign Name

\_\_\_\_\_  
Social Security Number

\_\_\_\_\_  
Home Telephone Number

Subscribed and sworn to me this \_\_\_\_\_ day

Of \_\_\_\_\_, \_\_\_\_\_ A.D.

My Commission Expires \_\_\_\_\_.

\_\_\_\_\_  
Notary Public Milwaukee County

CHAPTER 355  
COMMUNITY PARTICIPATION IN DEVELOPMENT AGREEMENTS

Table

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355-19	Penalty

performing on a particular construction contract, he or she shall continue to qualify as unemployed or underemployed for a period not exceeding 5 years from the date the person became an apprentice or participant in such on-the-job training program.

**355-3. Requirements for Projects Receiving Direct Financial Assistance.** All persons or entities receiving direct financial assistance for projects approved after August 8, 2009, shall comply with this chapter in the implementation of such projects.

**355-5. Application Process.**

1. All developers seeking direct financial assistance for a project shall complete an application in the form provided by the department.

2. Once the application has been completed, the department and the city comptroller shall provide to the common council an analysis of the project's financial feasibility, market assumptions, rate of return, and jobs impact, including wage and benefit information. The department shall further provide a separate report discussing the quality of proposed building and site design, the impact of the project on the city's historic building stock, and the project's sustainable features, including use of alternative energy sources and recycled and low-impact materials, creation of public open space, incorporation of transit- and pedestrian-oriented design features and amenities, and eligibility for certification under the Leadership in Energy and Environmental Design Green Building Rating System or other national certification.

3. Any resolution proposing direct financial assistance shall include a term sheet outlining the conditions under which such assistance is to be provided.

4. The department shall negotiate development agreements governing the implementation of projects for which direct financial assistance is approved. Such

**355-1. Definitions.** In this chapter:

1. DEPARTMENT means department of city development.

2. DIRECT FINANCIAL ASSISTANCE means the value of below-market land sales, any direct subsidies to developers and city expenditures for private improvements, with a combined value of \$1 million or more, as determined by the commissioner of the department, targeted specifically to a project. It includes the value of tax increment financing and below-market-rate loans provided by the city.

3. UNEMPLOYED OR UNDEREMPLOYED means that the resident has worked less than 1200 hours in the preceding 12 months or has not worked in the preceding 30 days or, regardless of employment status, has household income at or below the federal poverty guidelines as adjusted by the Wisconsin department of public instruction to define eligibility for reduced lunch in public schools. A resident shall continue to qualify as unemployed or underemployed for 5 years from the date he or she first participated in a construction contract. If a resident becomes an apprentice for a contractor or becomes a participant in an on-the-job training program as determined by the city immediately after or in the course of

### **355-7 Community Participation In Development Agreements**

agreements shall incorporate the conditions contained in the term sheet approved by the common council. No city funds may be released for any project governed by this chapter without the approval of a term sheet and execution of a development agreement. Development agreements shall require compliance with all provisions of ss. 355-7 to 355-13, except that the common council may by resolution impose lesser or different requirements.

#### **355-7. Participation of City Residents.**

1. REQUIREMENTS. Recipients of direct financial assistance shall:

a. Ensure compliance with aspects of the development agreement regarding the use of unemployed and underemployed residents for construction of the project. For the purpose of this section, "worker hours" includes work performed by persons filling apprenticeship and on-the-job training programs and excludes the number of hours of work performed by all non-Wisconsin residents.

b. Ensure that all of the recipients' contracts with contractors and sub-contractors for the project include a provision in which such contractor or subcontractor certifies that it knows of the provisions of this section, intends to comply with them and authorizes the city to enforce its terms.

c. Require that contractors and subcontractors maintain personnel records listing the name, address, race and gender of all employees utilized for each construction contract, and any records demonstrating that the employees utilized by the contractors and subcontractors in meeting the requirements of this section are residents of the city. These records shall be maintained for 7 years after the contractor or subcontractor has received final payment under its construction contract, and shall be made available to the office of small business development for inspection upon reasonable notice.

2. ADMINISTRATION. The department of city development and office of small business development shall be responsible for the planning, implementation and enforcement of this section.

a. Prior to submitting a proposed term sheet for a project, the commissioner of city development, in consultation with the office of small business development or such other entity as may be designated by the city from time to time, shall determine the appropriate level of participation of unemployed and underemployed residents of the city for the project to reflect the job or trade categories required for the project and the pool of available certified and qualified workers within each job or trade category. The total appropriate level of participation shall be presumed to be 40%, unless the commissioner determines there is sufficient reason to impose a lesser requirement. The recipient of direct financial assistance shall submit a city resident utilization plan detailing how the level of required participation will be achieved. Up to one-third of required worker hours may be achieved by documenting the use of unemployed or underemployed residents on projects undertaken by the developer where such compliance is not required, or by hiring unemployed or underemployed residents on a full-time permanent basis for non-construction job categories connected to the project. Such adjustments must be proposed in an affidavit on a form provided by the department setting forth the facts upon which the request for adjustment is based.

b. Prior to the release of funds, the commissioner shall confirm that all contractors and subcontractors, prior to commencement of their work, have submitted an affidavit in the form supplied by the department from employees utilized to meet the requirements of this section, stating that the employee is unemployed or underemployed and is a resident of the city.

c. During the construction of any project covered by this section, the office of small business development shall:

c-1. Monitor compliance with the provisions of this section.

c-2. Confirm that all contractors and subcontractors have submitted construction contract time reports listing workers by name, residential address, work classification and hours worked at least once every 3 months during the course of their work and within 10 days following completion of their work.

c-3. Arrange for an independent audit with respect to the residents preference program, to be performed every 3 years, by a certified accounting firm licensed to perform audits in the state of Wisconsin, or by the city comptroller.

**3. REPORTING.** The office of small business development shall prepare annually a residents preference program report on the efforts of recipients of direct financial assistance in achieving the goals of the program for development agreements. The performance report shall include the following:

a. The number and dollar amount of all construction contracts let.

b. The number and dollar amount of construction contracts which incorporated a residency requirement and the percentage of unemployed or underemployed resident worker hours required as well as the number of worker hours worked or performed.

c. If not all construction contracts included a residency requirement or if some contracts contained a requirement of less than 40% of worker hours, the office of small business development shall state the reason for this difference.

d. The number and dollar amount of non-construction contracts relative to projects which incorporated a residency requirement.

e. Full disclosure of the office of small business development's reasons for adjusting the participation percentage goal for individual contracts or groups of construction contracts.

f. The percentage of total hours worked by city, non-city and non-state residents for contracts which included the residency requirement.

g. Information to assist the common council in its annual reappraisal of the residents preference program pursuant to s. 309-41-4, including the number of individual participants by job type, the number of new city residents hired during the year under the program and the number of program participants who advanced to apprenticeships or on-the-job training programs.

**355-9. Apprenticeship and On-The-Job Trainee Requirements.**

**1. REQUIREMENT.** a. Recipients of direct financial assistance shall employ, and shall require their contractors and subcontractors to employ, apprentices and on-the-job trainees in the performance of all construction contracts and subcontracts for the project entered into by the recipient, contractor or subcontractor in accordance with the maximum ratio of apprentices to journeymen established by the Wisconsin department of workforce development. In determining whether this requirement is appropriate for insertion in specifications for a particular construction contract, the department of administration may consider the nature of the work, whether the construction contract is of short duration and whether their work will involve trades which do not have apprentices or on-the-job trainees.

b. All recipients, contractors and subcontractors shall submit contract time reports showing compliance with any contract requirements imposed in accordance with this section at least once every 3 months during the course of their work and within 10 days following completion of their work.

**2. MONITORING AND ENFORCEMENT.** The department of administration shall:

a. Monitor the performance of each contractor or subcontractor with respect to the ratio of apprentices to journeymen and on-the-job trainees to non-trainees employed on the construction contract during performance of the construction contract.

b. Confirm that all contractors and subcontractors have been required to maintain records concerning their apprenticeship and on-the-job training programs, which shall be retained for 7 years after the contractor or subcontractor has received final payment under its construction contract. These records shall be made available to the department of administration for inspection upon reasonable notice.

### **355-11 Community Participation In Development Agreements**

#### **355-11. First-Source Employment Utilization.**

1. **DEFINITIONS.** In this section "first-source employment program" means an employment program operated by the city or its designee which is to be utilized as contractors' first source for recruiting applicants for both new and replacement employment.

2. **RECIPIENT OF DIRECT FINANCIAL ASSISTANCE.** Recipients of direct financial assistance shall require all of their contractors and subcontractors on the project to utilize the first-source employment program, subject to the following:

a. Prior to announcing or advertising a position for work which shall be performed as a result of a construction contract, construction subcontract or of a new employment position, a contractor or subcontractor shall notify the office of small business development, or its designee, about the position, including a general description and the minimum requirements for qualified applicants.

b. The contractor or subcontractor shall not make any public announcement or advertisement for a period of 10 business days after notification to the office of small business development or its designee, of the availability of the position.

c. The office of small business development or its designee shall maintain a database of job opportunities subject to this section and shall provide information on these job opportunities to all city residents.

d. The advance notice period required by par. b shall be waived if there are no qualified candidates to refer to the contractor or subcontractor. The office of small business development or its designee, shall notify the contractor of this waiver within 5 business days of being informed of the job availability.

e. The office of small business development or its designee shall institute a tracking system and record which applicants were interviewed, which applicants were not interviewed and which applicants were hired for positions subject to this subsection.

3. The office of small business development shall confirm that each construction contract for a project entered into by a recipient of direct financial assistance

requires contractors and subcontractors to enter into a first-source agreement with the city or its designee which shall apply for the duration of the contract. A first-source recruitment agreement shall require:

a. Utilization of the city's first-source employment program as the first source for recruitment and referral of applicants for new and replacement employment.

b. Allowing the city's first-source employment program a minimum of 10 business days to refer applicants to contractors. Contractors may apply for a waiver of the 10-day requirement in emergency situations. Waivers may only be granted by the office of small business development or its designee.

c. The contractor or subcontractor to interview and consider qualified applicants referred by the office of small business development or its designee before interviewing others.

4. **HIRING DECISIONS.** Contractors and subcontractors shall retain the right to make all final hiring decisions.

5. **AGREEMENTS.** First-source recruitment agreements shall not require contractors or subcontractors to comply with this section if job vacancies or newly-created positions are filled by transfer or promotion from existing staff or from a file of qualified applicants previously referred by the office of small business development or its designee.

6. **DISTRIBUTION OF INFORMATION.** The department and the office of small business development shall distribute information about the first-source employment program to all developers of commercial, industrial and mixed-use projects in the city, including all developers not receiving direct financial assistance.

7. **ENFORCEMENT.** The office of small business development shall monitor compliance with this section.

#### **355-13. Other Requirements.**

1. **CASH FLOW AND COST-SAVINGS PARTICIPATION.** When determined feasible by the commissioner,

**Community Participation In Development  
Agreements 355-15**

development agreements shall include provisions under which the city benefits financially from either lower-than-expected project costs or higher-than-expected project cash flow.

**2. PAYMENTS IN LIEU OF TAXES.** When direct financial assistance is provided to a project in the form of tax incremental financing, the development agreement shall require a payment in lieu of taxes with respect to any parcel or building within the project that is or becomes exempt from real property taxes. This provision shall be incorporated into a covenant running with the land.

**3. WAGE REQUIREMENTS.** A development agreement shall include provisions requiring, unless precluded by s. 66.0903, Wis. Stats., that an employee who performs work that is funded by financial assistance from the city receive, at a minimum, a living wage as defined in s. 310-13-2-a. The department of administration shall monitor compliance with this subsection.

**4. SMALL BUSINESS ENTERPRISES.**  
a. The developer of any project receiving direct financial assistance from the city shall use a small business enterprises as defined in s. 370-1-23 for project expenditures in a total aggregate dollar amount equal to the following.

- a-1. Construction: 25%.
- a-2. The purchase of goods and services: 25%.
- a-3. The purchase of professional services: 18%.

b. The requirement to use small business enterprises shall be included in a written agreement between the city and the entity receiving the direct financial assistance.

c. A business that is certified with Milwaukee County, the state of Wisconsin or the U.S. federal government as a disadvantaged, emerging or small business enterprise, or some other program that in the discretion of the manager of the office of small business development is comparable to the city's small business enterprise program, shall qualify as a small business enterprise for the purposes of this chapter, and shall be included when determining compliance with the subsection.

d. If the developer demonstrates that the city-certified small business enterprises are not available in either sufficient numbers or in the necessary areas of expertise, then the developer may utilize city-certified minority or woman business enterprises for purposes of compliance with this subsection.

**355-15. Annual Reports.** The department shall compile data assembled by its own employees and the department of administration and provide an annual report to the common council on compliance with the requirements of this chapter on or before October 1 of each year.

**355-17. Sanctions.** Every development agreement subject to the requirements of this chapter shall contain language indicating that if any document submitted to the city by a developer receiving financial assistance, a contractor or subcontractor under this chapter contains false, misleading, fraudulent information or demonstrates non-compliance with the requirements of this chapter, the department of administration may seek prosecution under s. 355-19 or the imposition of any of the following sanctions:

- 1. Imposition of a requirement that remedial efforts be undertaken by developers for the remaining portion of a project where initial reports demonstrate non-compliance with the resident preference hours required for the project.
- 2. Specific performance or specified remedies under any written agreement pertaining to small business enterprise participation or first-source recruitment agreement.
- 3. Remedies available to the city under a development agreement for such non-compliance.

**355-19. Penalty.** Any person, firm or corporation knowingly engaging in fraud, misrepresentation or in any attempt, direct or indirect, to evade the provisions of this chapter by providing false, misleading or fraudulent information shall, upon conviction, forfeit not less than \$2,000 nor more than \$5,000 together with the costs of prosecution.

**355--(HISTORY) Community Participation In Development  
Agreements**

**LEGISLATIVE HISTORY  
CHAPTER 355**

Abbreviations:

am = amended

cr = created

ra = renumbered and amended

rc = repealed and recreated

rn = renumbered

rp = repealed

<u>Section</u>	<u>Action</u>	<u>File</u>	<u>Passed</u>	<u>Effective</u>
Ch. 355	cr	080218	3/25/2009	8/8/2009
355-7-1-c	am	110086	10/11/2011	1/1/2012
355-7-2-0	am	110086	10/11/2011	1/1/2012
355-7-2-a	am	110086	10/11/2011	1/1/2012
355-7-2-c	am	110086	10/11/2011	1/1/2012
355-7-3-0	am	110086	10/11/2011	1/1/2012
355-7-3-c	am	110086	10/11/2011	1/1/2012
355-7-3-e	am	110086	10/11/2011	1/1/2012
355-11-2-a	am	110086	10/11/2011	1/1/2012
355-11-2-b	am	110086	10/11/2011	1/1/2012
355-11-2-c	am	110086	10/11/2011	1/1/2012
355-11-2-d	am	110086	10/11/2011	1/1/2012
355-11-2-e	am	110086	10/11/2011	1/1/2012
355-11-3-0	am	110086	10/11/2011	1/1/2012
355-11-3-b	am	110086	10/11/2011	1/1/2012
355-11-3-c	am	110086	10/11/2011	1/1/2012
355-11-5	am	110086	10/11/2011	1/1/2012
355-11-6	am	110086	10/11/2011	1/1/2012
355-11-7	am	110086	10/11/2011	1/1/2012
355-13-3	rc	091048	12/22/2009	1/9/2010
355-13-3	rp	110735	12/20/2011	1/12/2012
355-13-3	cr	131627	7/22/2014	8/8/2014
355-13-4	rc	111326	5/22/2012	6/12/2012
355-15-1	rn to 355-15-0	110735	12/20/2011	1/12/2012
355-15-2	rp	110735	12/20/2011	1/12/2012
355-17-2	am	111326	5/22/2012	6/12/2012
355-17-a	rp	110735	12/20/2011	1/12/2012
355-17-b	rn to 355-17-1 (corr.)	110735	12/20/2011	1/12/2012
355-17-c	rn to 355-17-2 (corr.)	110735	12/20/2011	1/12/2012
355-17-d	rn to 355-17-3 (corr)	110735	12/20/2011	1/12/2012

**[Pages 1097-1180 are blank]**

b. Monitor the performance of each contract with respect to the ratio of apprentices to journeymen employed on the project during performance of the contract.

c. Require all contractors and subcontractors to maintain records concerning its apprenticeship program, which shall be retained for 3 years after the contractor has received final payment under the contract. These records shall be made available to the contracting department for inspection upon reasonable notice.

**4. SANCTIONS.** Every construction contract effected by this section shall contain language indicating that if any documents submitted to the contracting department by a contractor, subcontractor, bidder or individual contain any false, misleading or fraudulent information, or if a contractor or subcontractor fails to comply with the provisions of this section, the contracting department may direct the imposition of any of the following sanctions:

- a. Withholding of payments.
- b. Termination, suspension or cancellation of the contract in whole or in part.
- c. After a due process hearing, denial of the right to participate in future contracts awarded by the city for 2 years.

**309-39. Public Building Contracts.**

**1. ADVERTISING FOR BIDS.** For those public contracts calling for the construction, repair, remodeling or improvement of public buildings, the commissioner of public works is authorized to call for bids for a single contract or up to 6 separate branches of work. Contracts shall be awarded based on the lowest responsible bidder for each contract to be let.

**2. BRANCHES OF PUBLIC BUILDING WORK.** For the purposes of this section, branches of public work consist of:

- a. General construction, including but not limited to: site work and landscaping; concrete work; masonry work; structural steel and miscellaneous metals; carpentry work; moisture control; windows, doors, glass and glazing; interior finishes; building equipment; and furnishings.
- b. Roofing.
- c. Heating, ventilating and air conditioning.
- d. Plumbing.
- e. Electrical, except as required for elevators.
- f. Elevators.

**309-41. Participation of City Residents in Public Works Contracts. 1. DEFINITIONS.** In this section:

a. "Construction" means either new construction work or repair work on any roads, bridges, sewers, streets, alleys, buildings or any other public work whatsoever.

b. "Contract" means a binding agreement executed by the city in which the city is committed to expend or does expend its funds or other resources.

c. "Contractor" means a separate and distinguishable business entity participating or seeking to participate in the performance of a contract.

d. "Department" means the department of public works.

e. "Resident" means a person who maintains his or her place of permanent abode within the city. Domiciliary intent is required to establish that a person is maintaining his or her place of permanent abode in the city. Mere ownership of real property is not sufficient to establish domiciliary intent. Evidence of domiciliary intent includes, without limitation, the location where the person votes, pays personal income taxes or obtains a driver's license.

f. "Unemployed or underemployed" means that the resident has worked less than 1200 hours in the preceding 12 months or has not worked in the preceding 30 days or, regardless of employment status, has household income at or below the federal poverty guidelines as adjusted by the Wisconsin department of public instruction to define eligibility for reduced lunch in public schools. A resident shall continue to qualify as unemployed or underemployed for 5 years from the date he or she first participated in a construction contract. If a resident becomes an apprentice for a contractor or becomes a participant in an on-the-job training program as determined by the city immediately after or in the course of performing on a particular construction contract, he or she shall continue to qualify as unemployed or underemployed for a period not exceeding 5 years from the date the person became an apprentice or participant in such on-the-job training program.

g. "Worker hours" means the total hours worked on a construction contract by skilled and unskilled construction trade workers, whether those workers are employed by the contractor or any subcontractor. In determining the total worker hours to be furnished at a construction site, the number of hours devoted to all tasks customarily performed on a

construction site shall be included, whether or not such tasks are performed on the construction site. "Worker hours" includes work performed by persons filling apprenticeships and participating in on-the-job training programs and excludes the number of hours of work performed by all non-Wisconsin residents.

**2. REQUIREMENTS.** All construction contracts and other contracts as the commissioner of public works may determine, administered by the department which are funded in whole or in part by city, state or federal funds, where appropriate and consistent with law, shall contain:

a. A requirement that 40% of the worker hours, subject to the provisions of sub. 3-a-2, shall be performed by unemployed or underemployed residents, and that contractors and subcontractors shall give fair consideration to all segments of the population including women and minorities.

b. A provision in which the contractor certifies that it knows of the provisions of this section and intends to comply with them.

c. A requirement that contractors and subcontractors maintain personnel records listing the name, and address, race and gender of all employees utilized for each contract, and any records demonstrating that the employees utilized by the contractor in meeting the requirements of this section are residents. These records shall be maintained for 7 years after the contractor has received final payment under the contract, and shall be made available to the department for inspection upon reasonable notice.

**3. ADMINISTRATION.** The department shall be responsible for the planning, implementation and enforcement of this section.

a. Planning and Implementation. Prior to the commencement of any construction or other project covered by this section, the department shall:

a-1. Identify the approximate number of job positions involved in the project.

a-2. Determine the appropriate level of participation of unemployed or underemployed residents of the city for inclusion in the contract specifications. The appropriate level of participation shall be presumed to be 40%, unless the department determines there is sufficient reason to impose a lesser requirement. However, the commissioner of public works may require greater levels of participation if the commissioner finds that such levels may be warranted for certain contracts. Up to one-third

of required worker hours may be achieved by documenting the use of unemployed or underemployed residents on projects undertaken by the contractor where such compliance is not required, or by hiring unemployed or underemployed residents on a full-time permanent basis for non-construction job categories connected to the project. Such adjustments must be proposed in an affidavit on a form provided by the department setting forth the facts upon which the request for adjustment is based.

b. Monitoring and Enforcement. The department shall:

b-1. Monitor compliance with the provisions of this section.

b-2. Require all contractors and subcontractors, prior to commencement of the work, to submit affidavits on forms supplied by the department from employees utilized to meet the requirements of this section, stating that the employee is both unemployed or underemployed and is a resident.

b-3. Require all contractors and subcontractors to submit within 10 days following completion of the work or every 3 months, whichever comes first, contract time reports listing workers by name, residential address, work classification and hours worked.

b-4. Arrange for an independent annual audit with respect to the residents preference program, to be performed every 3 years, by a certified accounting firm licensed to perform audits in the state of Wisconsin or by the city comptroller.

b-5. Maintain racial demographics and residency information regarding job positions in all construction contracts administered by the department.

**4. ANNUAL REVIEW.** The residents preference program established by this section shall be reviewed by the common council, in consultation with the mayor, on or before October 1 of each year, to review the necessity for the continuation of the program and, if necessary, adjust the requirements of the program in an attempt to reduce the disparity between the unemployment statistics among different census tracts in the city and between the city as a whole and the Milwaukee metropolitan area.

**5. ANNUAL PROGRAM REPORT.** The department shall prepare annually a residency preference program report on the city's success in achieving the goals of the

program. The performance report shall include the following:

- a. The number and dollar amount of all construction contracts let
- b. The number and dollar amount of construction contracts which incorporated a residency requirement and the percentage of unemployed resident worker hours required.
- c. If not all construction contracts included a residency requirement or if some contracts contained a requirement of less than 40% of worker hours, the department shall state the reason for this difference.
- d. The number and dollar amount of non-construction contracts which incorporated a residency requirement, along with a summary of the reasons for not incorporating a residency requirement in some or all of those contracts.
- e. Full disclosure of the department's reasons for adjusting the participation percentage goal for individual contracts or groups of contracts.
- f. The percentage of total hours worked by city, non-city and non-state residents on construction contracts which included the residency requirement.
- g. Information to assist the common council in its annual reappraisal of the residents preference program, including the number of individual participants by job type, the number of new residents hired during the year under the program and the number of program participants who advanced to apprenticeships and on-the-job training programs.
- h. Unemployment rates in the city and the Milwaukee metropolitan area and the sources of the statistics.
- i. Recommendations regarding the necessity for continuation of the program and methods of making the program more successful.

**6. ADOPTION OF RESOLUTION.** As soon as practicable after review of the residents preference program as provided in sub. 4, the common council shall adopt a resolution stating the results of its reappraisal of the necessity for continuance of the residents preference program and the required participation percentage goals. The department shall prepare said resolution for common council consideration each year.

**7. SANCTIONS.** Every city contract awarded under this section shall contain language indicating that if any document submitted to the department by a contractor, subcontractor, bidder or individual contains any false, misleading or fraudulent information, or if

a contractor or subcontractor fails to comply with this section, the department may direct the imposition of any of the following sanctions:

- a. Withholding of payments.
- b. Termination, suspension or cancellation of the contract in whole or in part.
- c. After a due process hearing, denial of right to participate in future contracts awarded by the city for 2 years.

**8. PENALTY.** Any person, firm or corporation knowingly engaging in fraud, misrepresentation or in any attempt, direct or indirect, to evade the provisions of this section by providing false, misleading or fraudulent information shall, upon conviction, forfeit not less than \$1,000 or more than \$5,000 together with the costs of prosecution, and upon default of payment, shall be imprisoned in the county jail or house of correction not to exceed 90 days, or until the forfeiture costs are paid.

**309-51. Rules for the Administration of the Metropolitan Sewerage District User Charges.**

**1. OVERALL RESPONSIBILITY FOR ADMINISTERING USER CHARGES.** The commissioner of public works shall administer the sewer user charge. He shall apply the rules contained herein and make such amendments subject to approval by the utilities and licenses committee of the common council as may be required from time to time for proper application of the charge.

**2. RESPONSIBILITIES OF THE CITY OFFICERS AND DEPARTMENTS ADMINISTERING USER CHARGES.** a. Superintendent of Water Works. The superintendent of water works shall be responsible, under the commissioner of public works, for the administration of the sewer user charge. The superintendent of water works shall provide the department of administration with the account numbers for all properties which are included in the list of water accounts. Account numbers shall be provided for additions and deletions to the list as they are received. The superintendent of water works shall collect the sewer user charge and transmit the revenue therefrom to the city treasurer together with water revenues as received. The superintendent of water works shall approve the payment of bills submitted by city departments for expenses incurred in the application of the sewer user charge. In addition, the department shall perform the following duties:

- a-1. Determination of user charge administration expenses. Account for expenses

**309—(HISTORY) Public Works**

309-10	rc	951008	12/19/95	1/13/96
309-10	am	961315	12/17/96	1/9/96
309-10	am	980963	12/18/98	1/1/99
309-10	am	991247	11/29/99	1/1/2000
309-10	am	010858	11/9/2001	1/1/2002
309-11	rp	951008	12/19/95	1/13/96
309-11-0	am	891613	12/19/89	1/13/90
309-11-1	am	891613	12/19/89	1/13/90
309-11-1	am	931078	11/11/93	12/19/93
309-11-2	am	891613	12/19/89	1/13/90
309-11-3	rp	891613	12/19/89	1/13/90
309-13	rp	951008	12/19/95	1/13/96
309-13-0	am	891613	12/19/89	1/13/90
309-13-1	am	891613	12/19/89	1/13/90
309-13-2	am	891613	12/19/89	1/13/90
309-13-3	rp	891613	12/19/89	1/13/90
309-15	rp	951008	12/19/95	1/13/96
309-15-0	am	891613	12/19/89	1/13/90
309-15-1	am	891613	12/19/89	1/13/90
309-15-1	am	911321	12/20/91	1/14/92
309-15-1	am	941048	11/29/94	1/1/95
309-15-2	am	891613	12/19/89	1/13/90
309-15-3	rp	891613	12/19/89	1/13/90
309-17	rp	951008	12/19/95	1/13/96
309-17-1-a	am	920987	11/20/92	12/20/92
309-17-1-a	am	931078	11/11/93	12/19/93
309-17-3	rp	891613	12/19/89	1/13/90
309-20	cr	111516	5/22/2012	6/12/2012
309-21	rp	110735	12/20/2011	1/12/2012
309-21-1	am	970111	5/13/97	5/31/97
309-21-2	am	970111	5/13/97	5/31/97
309-22	cr	120040	6/12/2012	6/29/2012
309-23	am	891613	12/19/89	1/13/90
309-23	rp	110735	12/20/2011	1/12/2012
309-25	am	970111	5/13/97	5/31/97
309-25	rp	110735	12/20/2011	1/12/2012
309-27	rp	110735	12/20/2011	1/12/2012
309-31	rp	110735	12/20/2011	1/12/2012
309-33	am	920586	7/28/92	8/14/92
309-33	am	941852	4/2/96	4/20/96
309-33	am	001458	2/27/2001	3/16/2001
309-33	am	970111	5/13/97	5/31/97
309-33	rp	110735	12/20/2011	1/12/2012
309-35	rp	110735	12/20/2011	1/12/2012
309-37	rp	110735	12/20/2011	1/12/2012
309-38	cr	911330	3/3/92	3/20/92
309-38-0	am	080218	3/25/2009	8/8/2009
309-38-2-a	am	961523	2/11/97	2/28/97
309-38-3-a	rn to 309-38-3-b	080218	3/25/2009	8/8/2009
309-38-3-a	cr	080218	3/25/2009	8/8/2009
309-38-3-b	rn to 309-38-3-c	080218	3/25/2009	8/8/2009
309-39	rc	921869	3/23/93	4/9/93
309-41	cr	872263	6/25/91	7/13/91
309-41-0	am	931232	12/22/93	1/14/94
309-41-1-a	rn to 309-42-2-b	922134	5/25/93	6/12/93
309-41-1-a	cr	922134	5/25/93	6/12/93
309-41-1-a	rp	080218	3/25/2009	8/8/2009

## Public Works 309-(HISTORY)

309-41-1-b	rn to 309-41-1-c	922134	5/25/93	6/12/93
309-41-1-b	rn to 309-41-1-a	080218	3/25/2009	8/8/2009
309-41-1-c	rn to 309-41-1-d	922134	5/25/93	6/12/93
309-41-1-c	rn to 309-41-1-b	080218	3/25/2009	8/8/2009
309-41-1-d	rn to 309-41-1-e	922134	5/25/93	6/12/93
309-41-1-d	rn to 309-41-1-c	080218	3/25/2009	8/8/2009
309-41-1-e	rn to 309-41-1-f	922134	5/25/93	6/12/93
309-41-1-e	rn to 309-41-d	080218	3/25/2009	8/8/2009
309-41-1-f	am	922134	5/25/93	6/12/93
309-41-1-f	rp	922134	5/25/93	6/12/93
309-41-1-f	ra to 309-41-1-e	080218	3/25/2009	8/8/2009
309-41-1-f	rc	080218	3/25/2009	8/8/2009
309-41-1-g	am	920660	1/15/93	2/4/93
309-41-1-g	am	941852	4/2/96	4/20/96
309-41-1-g	rn to 309-41-1-f	080218	3/25/2009	8/8/2009
309-41-1-g	cr	080218	3/25/2009	8/8/2009
309-41-2-0	am	931232	12/22/93	1/14/94
309-41-2-a	am	920660	1/15/93	2/4/93
309-41-2-a	am	922134	5/25/93	6/12/93
309-41-2-a	am	941852	4/2/96	4/20/96
309-41-2-a	am	970134	5/13/97	5/31/97
309-41-2-a	am	080218	3/25/2009	8/8/2009
309-41-2-c	am	920660	1/15/93	2/4/93
309-41-2-c	am	922134	5/25/93	6/12/93
309-41-2-c	am	080218	3/25/2009	8/8/2009
309-41-2-d	am	922134	5/25/93	6/12/93
309-41-2-d	rp	080218	3/25/2009	8/8/2009
309-41-3-a-0	am	931232	12/22/93	1/14/94
309-41-3-a-1	am	931232	12/22/93	1/14/94
309-41-3-a-2	am	920660	1/15/93	2/4/93
309-41-3-a-2	am	922134	5/25/93	6/12/93
309-41-3-a-2	am	941852	4/2/96	4/20/96
309-41-3-a-2	am	970134	5/13/97	5/31/97
309-41-3-a-2	am	080218	3/25/2009	8/8/2009
309-41-3-b	rc	920660	1/15/93	2/4/93
309-41-3-b-2	am	922134	5/25/93	6/12/93
309-41-3-b-2	am	080218	3/25/2009	8/8/2009
309-41-3-b-4	rc	941852	4/2/96	4/20/96
309-41-4	am	922134	5/25/93	6/12/93
309-41-4	am	990338	6/22/99	7/10/99
309-41-4	am	080218	3/25/2009	8/8/2009
309-41-5	rn to 309-41-7	941852	4/2/96	4/20/96
309-41-5	cr	941852	4/2/96	4/20/96
309-41-5-c	am	970623	7/25/97	8/13/97
309-41-5-c	am	080218	3/25/2009	8/8/2009
309-41-5-f	am	080218	3/25/2009	8/8/2009
309-41-5-g	am	080218	3/25/2009	8/8/2009
309-41-5-h	am	080218	3/25/2009	8/8/2009
309-41-6	rn to 309-41-8	941852	4/2/96	4/20/96
309-41-6	cr	941852	4/2/96	4/20/96
309-51-2-a-0	am	930451	7/27/93	8/13/93
309-51-2-a-2-d	rc	120555	9/25/2012	10/12/2012
309-51-2-a-3-a	am	001188	12/15/2000	1/9/2001
309-51-2-a-3-a	am	010869	4/23/2002	1/1/2003
309-51-2-a-3-a	am	020593	11/8/2002	1/1/2003
309-51-2-a-3-d	rc	961884	4/22/97	5/9/97