

June 13, 2014

TO: Members of the Community and Economic Development Committee  
FROM: Leslie Silletti, Office of Mayor Tom Barrett  
SUBJECT: Milwaukee Jobs Act – Transitional Jobs Program

In July 2012, Mayor Barrett and the Common Council adopted the Milwaukee Jobs Act – Transitional Jobs Program (CCFN 120312 and 120313), which provided funding for and identified opportunities within City operations to employ underemployed Milwaukee residents.

The Jobs Act was funded with \$700,000 of unanticipated revenue and programming decisions were made with City departments based on the following criteria:

- What work exists within the department above and beyond the capacity with current staffing and funding levels?
- What transitional job, training or capacity-building opportunities exist within the department?
- Are there opportunities to adjust current practices to provide transitional jobs, training or capacity-building opportunities?
- What funding and staffing would be necessary to make those adjustments?
- What is the capacity to administer a transitional jobs opportunity within a specific department?

The Jobs Act funded and implemented the following programs:

- **Mayor's Earn and Learn Year-Round Extension** (Department of City Development/Milwaukee Area Workforce Investment Board/Running Rebels)
- **Mayor's Manufacturing Partnership** (Milwaukee Area Workforce Investment Board/Wisconsin Regional Training Partnership)
- **Common Council's Neighborhood Ambassadors** (Department of City Development/Riverworks)

- **Garage Demolition** (Department of Neighborhood Services/ Running Rebels, Milwaukee Christian Center, Northcott, Milwaukee Community Service Corp and WasteCap)
- **Hybrid Deconstruction Pilot** (Department of Neighborhood Services/ Running Rebels, Milwaukee Christian Center, Northcott, Milwaukee Community Service Corp, Waste Cap and Milwaukee Community Warehouse)
- **LEAP- Learn, Earn and Achieve with Police** (Department of City Development and other agencies)
- **Daytime Board-ups** (Department of Public Works/Running Rebels)
- **Trash and Debris Removal** (Department of Public Works/Riverworks and Running Rebels)

Please find enclosed reports from respective departments providing information relative to the status of these programs, including performance metrics, funding, expenditures and other details that will provide information on the implementation of the Milwaukee Jobs Act – Transitional Jobs Program.

In addition to Jobs Act programs, the Department of Public Works and Department of Neighborhood Services have also integrated other transitional job and training opportunities within current operations without any additional funding or with funding provided by the 2015 City Budget, including the following programs:

- **Urban Forestry Training** (Department of Public Works/WRTP/MAWIB)
- **Clean & Green** (Department of Public Works/Wisconsin Community Services)
- **Leaf Collection** (Department of Public Works/Wisconsin Community Services)
- **Concrete Field Training** (Department of Public Works/Job Corps)
- **Dombrowski Landscape Training** (Department of Public Works/MAWIB)
- **‘In-house’ Demolition Crew** (creating new positions in Department of Public Works for Wisconsin Community Services)
- **Deconstruction/Asset Recovery** (Department of Neighborhood Services)

The Mayor and Common Council recently entered into an agreement (CCFN 131797 and 140111) with the Milwaukee Area Workforce Investment Board (MAWIB) and United Migrant Opportunity Services (UMOS) to provide **100 transitional job placements within the Department of Public Works** for unemployed persons and persons aging out or that will age out of the Foster Care system. City departments are currently assessing potential future opportunities for increasing the number of placements within the Department of Public Works and other City departments.

Mayor Barrett will continue to work with the Common Council and City departments to find new ways to provide employment opportunities to Milwaukee residents.



## RUNNING REBELS OUT OF SCHOOL YOUTH PROGRAM

### END of PROGRAM REPORT

END OF PROGRAM REPORT

#### Overview

The **Running Rebels Out of School Youth Program** was a partnership between the Milwaukee Area Workforce Investment Board (MAWIB) and Running Rebels Community Organization to provide opportunities for Out of School Youth (drop-outs and/or graduates that had not connected with post-secondary education) aged 16-21 that were designed to prepare youth to either enter post-secondary education, training or employment upon completion of their secondary education.

#### Program Overview

1. Timeframe for subcontract: 12/2012 - 9/2013
2. General description of services: 50 youth were serviced throughout the program for case management;
  - a. Outreach and recruitment
  - b. Intake
  - c. Assessment
  - d. Enrollment
  - e. Individual Development Planning
  - f. Services Offered
    - i. Tutoring and instruction leading to secondary school completion, including dropout prevention activities;
    - ii. Alternative secondary school offerings;
    - iii. Summer employment opportunities, directly linked to academic and occupational learning activities;
    - iv. Paid or unpaid work experiences, including internships;
    - v. Occupational skill training;
    - vi. Leadership development opportunities;
    - vii. Supportive services;
    - viii. Comprehensive guidance and counseling;
    - ix. Adult mentoring; and,
    - x. Follow up services for a minimum of 9 months.
3. Subcontractor: Running Rebels Community Organization
4. **Performance Goals:**
  - a. Maintain and enroll new participants as necessary to keep 80% of caseload **(40)** which Running Rebels achieved at **100%**.
  - b. Placement in unsubsidized employment or Education 67% of all youth **(34)** which Running Rebels achieved at **68%**.
  - c. Literacy/numeracy gains 30% of all eligible youth **(15)** which Running Rebels achieved at **93%**.
  - d. Workforce readiness training goal for the contract is **100% of all youth (50)** which Running Rebels achieved at **100%**.

- e. A minimum of 75% of the 50 (38) program enrolled youth are to be placed in a subsidized work experience which Running Rebels achieved at **88%**.

5. Education, training, and credentials

a. Job Readiness Training	<b>50 youth</b>
b. Commercial Kitchen Training	<b>6 youth</b>
c. Leadership Development Program	<b>6 youth</b>
d. Tutoring	<b>17 youth</b>
e. ServSafe Certification	3 youth completed on 10/1/2013
f. GED/HSED Diploma	1 youth completed on 9/30/2013
g. GED/HSED Diploma	1 youth completed on 11/5/2013

6. Subsidized Work Experience

a. Flava Restaurant	<b>9 youth</b> (6 youth, 3 youth were fired)
b. City Screen and Designs	3 youth
c. Dreamland Daycare	2 youth
d. A+ Masonry and Construction	1 youth
e. Debo's Snack Shop	4 youth
f. Holton Youth and Family Center	3 youth
g. Rethreads	3 youth
h. Coffee Makes You Black	1 youth
i. RRCO	17 youth (14 youth, 3 youth were fired)
j. Moon's Super Cycle	1 youth

7. Unsubsidized placements:

a. Staffing Partners	<b>23 youth</b>
b. Nathaniel Hawthorne Elementary	1 youth employed, \$8.00 per hour
c. Per Mar Security	1 youth employed, \$7.50 per hour
d. McDonald's	1 youth employed, \$7.50 per hour
e. Holton Youth and Family Center	1 youth employed, \$7.50 per hour
f. Mykonos Restaurant	1 youth employed, \$10.00 per hour
g. Community Care	1 youth employed, \$7.50 per hour
h. Debo's Snack Shop	1 youth employed, \$8.00 per hour
i. Saz's Catering	1 youth employed, \$7.50 per hour
j. Little Ceasars	1 youth employed, \$8.00 per hour
k. Wal-Mart	1 youth employed, \$7.25 per hour
l. Wal-Mart	1 youth employed, \$7.90 per hour
m. Running Rebels Contractor	1 youth employed, \$7.50 per hour
n. Suz's Cream Cheesecake	2 youth employed, \$9.00 per hour
o. Flava Restaurant	1 youth employed, \$9.00 per hour
p. Rethreads	1 youth employed, \$7.50 per hour
q. Diversified Maintenance Systems	2 youth employed, \$8.00 per hour
r. Running Rebels	1 youth employed, \$8.00 per hour
s. Preferred Staffing	1 youth employed, \$7.50 per hour
t. Milwaukee Jobs Corps	1 youth employed,
u. Buddy Squirrel	1 youth employed, \$8.00 per hour

## **Program Highlights**

Quinton Ward enrolled into the OSY program because he was kicked out of MPS without services due to fighting. Quinton successfully completed Job Readiness training in March of 2013 and was employed at the Running Rebels as a program assistant and some of his duties include: filing, typing and managing the front desk. Through the program, Mr. Ward enrolled into MATC's adult high school program and verification of his completion has been requested. Quinton is also currently apart of the Running Rebels leadership program and would like to someday own his own business.



## Mayor's Manufacturing Partnership/Milwaukee Jobs Act

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##### Overview

**The Mayor's Manufacturing Partnership/Milwaukee Jobs Act** was a partnership between the Milwaukee Area Workforce Investment Board (MAWIB) and WRTP/BIG STEP to provide pre-vocational and occupational skill training within the Manufacturing Industry for unemployed City of Milwaukee residents inclusive of women and minorities that lead to placement within the manufacturing sector.

##### Program Overview:

Timeframe for subcontract: 09/01/2012 – 12/31/2013

Subcontractor: **Wisconsin Regional Training Partnership**

General description of services: WRTP partnered with employers to identify training needs, and qualifications for job candidates in order to provide the appropriate pre-vocational and occupational skills training so that trainees could be given employment opportunities.

##### Types of Training Offered:

ELMS – Manufacturing curriculum that is customized to meet the specific engaged employer need to fill their open and available positions.

##### **Employer Partnership: HB Performance**

##### Performance Outcomes:

Performance Measures	Goal	Actual
# of Individuals To Be Trained	36	54
# Individuals Completed the Training	32	49
# of Individuals Placed	36	49*

**\*47 – Manufacturing** 1- Food Service / 1-Construction

Individuals began their employment on a temporary to permanent basis through Triada and after the successful completion of a probationary period was given the opportunity to be gainfully employed with the company. Current data reflects the following:

- 17 - Converted to permanent positions with HB Performance
- 2- Still working via Triada

## **Program Overview: Neighborhood Ambassador Program**

### **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 identifying one "Hub" BID to hire individuals directly 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," local BIDs can request deployment of the Neighborhood Ambassador teams to provide services in business improvement districts and other commercial corridors throughout the City of Milwaukee.

The Neighborhood Ambassador Program was coordinated and administered in partnership with the Department of City Development and the Riverworks Economic Development Cooperation in Partnership with Riverworks Business Improvement Districts 25 & 36., who operated and employed the 27 Neighborhood Ambassador employees.

The Neighborhood Ambassador Program began its operations in April through August of 2013.

### **2013 Neighborhood Ambassador Program Outcomes**

#### **Program participant intake**

Over 100 applicants were screened and interview for the Ambassador/Environmental job positions –

- 27 applicants were hired
- 21 NAP Ambassadors were employed for 6 weeks @ \$10.00 hour
- 3 Environmental Ambassadors were employed for 6 weeks @ \$10.00 hour
- 3 Supervisors were employed for 12 weeks @ 13.00 hour

#### **Applicants Demographics**

<b>Ages:</b>	<b>14-24</b>	<b>10</b>	<b>Gender:</b>	Male	<b>15</b>	<b>Race:</b>	African American	<b>22</b>
	<b>25-34</b>	<b>11</b>		Female	<b>12</b>		Caucasian	<b>3</b>
	<b>35-54</b>	<b>6</b>					Bi-Racial	<b>2</b>

#### **Zip Codes**

53206 (4) 53210 (3) 53224 (1) Homeless (5)  
53212 (5) 53221 (3) 53205 (6)

**Economic Status**

87% of the participants were below the poverty level  
13% of the participants were within 100-200% of Federal poverty level

**Housing Status**

17% were homeowners  
42% were renters  
20% were homeless  
21% lived with relatives

**Education Status**

80% had their High School diploma or GED  
20% didn't have their High School diploma or GED  
30% had some college education

**Criminal Convictions**

21% had Felony (ies) convictions  
18% had Misdemeanor(s)  
61% had NO criminal convictions

**Program Success Stories:**

	Prior To The Program		After The Program
4	Participants had professional resumes	27	Participants have professional resumes
2	Participants had saving/checking accounts	10	Participants currently have saving/checking accounts
0	Participants were enrolled in Education/Training programs	5	Participants are currently enrolled in secondary education
7	Participants had valid driver's license	10	Participants currently have driver license
21	Participants received Food share benefits	24	Participants currently receive food share benefits
2	Participants were currently working	21	Participants are currently working
18	Participants not aware of their credit reports	27	Accessed Credit Reports

**Program metrics:****Program Activity**

- NAP collected approximately 40 gallon bags of garbage and debris
- Provided services to 18 City Wide BIDs
- Participated in 5 neighborhood community event

**Participant Benefits**

- Each participant received a total of 58 hours of Financial/Workforce coaching
- 18 hours (per applicant) was spent on one-on-one coaching
- 40 hours of classroom education
- All the participants were able to view their credit reports

# Deconstruction Presentation

Hybrid Deconstruction  
and  
Garage Demolition Program

- **Garage Deconstruction**
- Two Groups participating: Includes 5 CBO's
  - - Running Rebels CBO
  - - Milwaukee Community Service Corp. in joint venture with Waste Cap, Milwaukee Christian Center, and Northcott Neighborhood.
  - - Total of 100 garages scheduled to be demolished, using \$170,000 in CDBG funding.
  - - **67 garages** have been demolished with others being packaged for demolition in the next few months. **\$69,599.90** has been spent on this project to date.
  - - Both groups claim 100% Residential Preference Participation and 25% unemployed/underemployed
- DNS conducted training on two garages with national expert Dave Bennink. Department staff monitored remaining demolitions to insure project goals were met.
- **Lessons Learned:**
  - - Community group encountered some problems when dealing with privately owned garages. Those had to be redirected to private demolition contractors.
  - - Garages with storage, cars and other materials proved to be a challenge for some community groups.
  - - Several other groups were invited but did not believe they had the equipment or capacity to perform demolitions at this time.
  - - Winter conditions proved to be difficult. Hand demolition is best performed in the summer months.
  - - CBO's seeking joint ventures with demolition contractors proved to be more efficient.

# Hybrid Deconstruction

Same two groups are participating: **5 houses for a total expenditure of \$139,368.00**

- Running Rebels in joint venture with Cream City Wrecking.
- Waste Cap is the lead organization with 4 other CBO's in a joint venture.
- National expert Dave Bennink conducted training for all 6 CBO's
- Five properties were deconstructed as part of this program.

Several organizations including Habitat for humanity, Local 113, Wisconsin Veteran and other salvage waste stream providers have been invited to participate in recycling initiative.

## Lessons Learned:

- Lots of work is needed to improve salvage streams in the city of Milwaukee.
- Enacting legislation may improve salvage potential.
- After the initial launch of this program, more respondents have expressed an interest in deconstruction.
- Hybrid techniques improve safety and speed of deconstruction.

This Deconstruction and Garage Demolition Program was part of the 2012 Milwaukee Jobs Act. The pilot was a continuation of the departments 2009/2010 Deconstruction Project. The 2009/2010 project yielded some success with 2 properties demolished at a cost of \$99,360.00. Our goal under the jobs act was to reduce the cost while creating jobs and training opportunities for city of Milwaukee Residents. The plan called for the deconstruction of 6 houses at a total budget of \$105,000.00. Additionally, we entered this project with the expectation that Hybrid deconstruction, training and close monitoring would bring cost in line with traditional demolition cost.

While we have not achieved all of our goals, the cost have decreased substantially, jobs have been created and reuse and recycling markets are expanding in the city of Milwaukee.

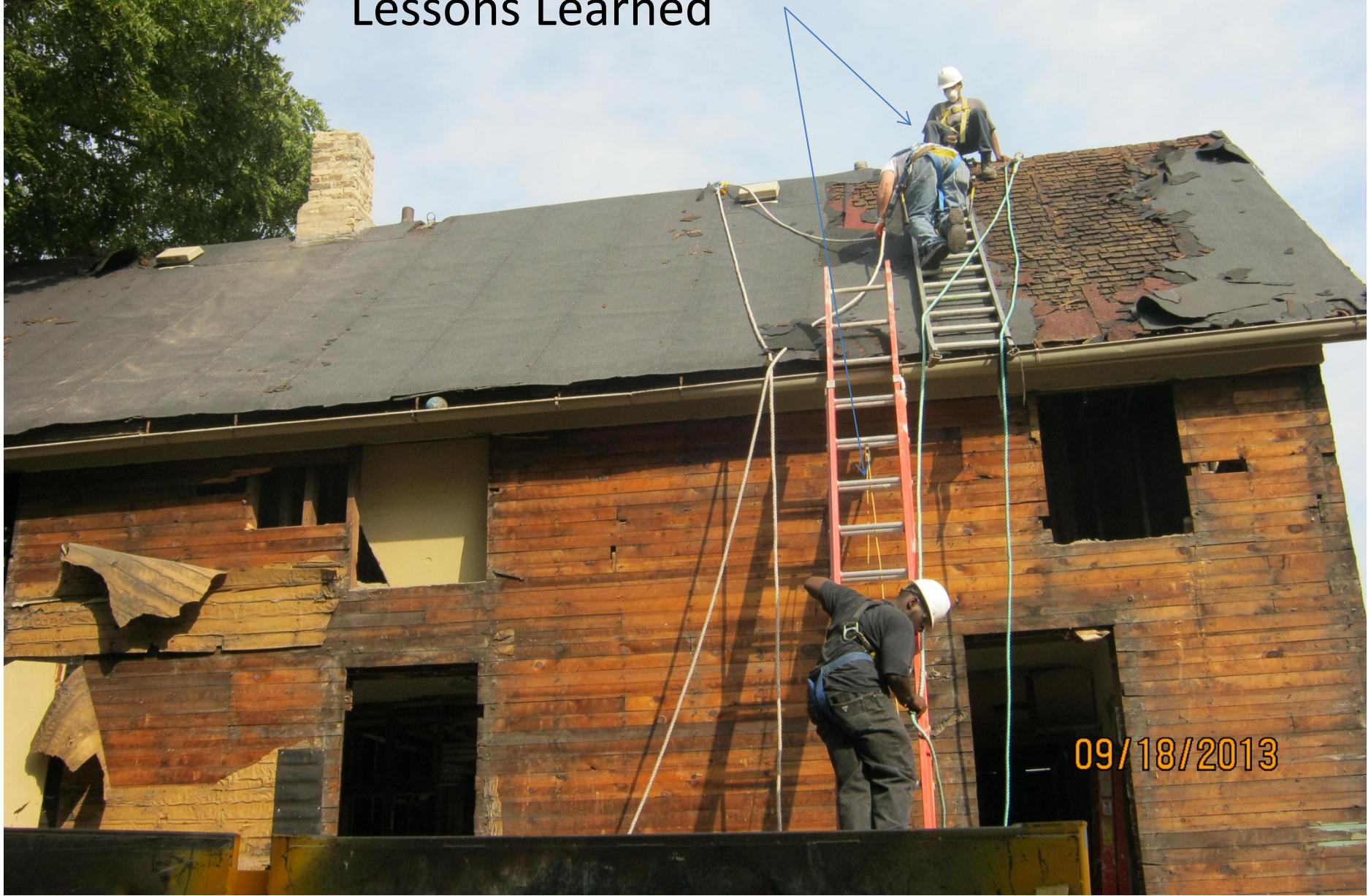
We believe as these programs continue and as we complete deliverables designed into these programs, Deconstruction will become a permanent and acceptable alternative to traditional demolition.

# TRAINING

The program involves training components designed to help the contractor improve safety while improving profitability.

The following examples will illustrate some of the simple lessons learned.

# Lessons Learned



09/18/2013









## Hybrid Deconstruction Method





**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

June 11, 2014

**TO:** Members of the Community and Economic Development Committee

**FROM:** Martha Brown  
Deputy Commissioner

**SUBJECT:** File #140380/LEAP summer jobs program

File #140380 is a communications file regarding expenditures authorized by the Milwaukee Jobs Act. This report summarizes the LEAP summer jobs program, which received \$10,000 through the Act.

LEAP (Learn, Earn and Achieve with Police) was organized in 2012 as a partnership among the Dept. of City Development (DCD), Milwaukee Police Dept. (MPD), and LISC Milwaukee. The program combined summer work experiences at local employers with exposure to STOP (Students Talking it Over with Police), a community relations and training program that connects high school students with police officers to build trust and improve communication. In its first year of operation, LEAP employed 18 students, and 14 employers created LEAP internships.

On July 24, 2012, the Milwaukee Common Council approved file #120313, which allocated \$10,000 to implement LEAP. Because the 2012 program was nearly completed by the time the file was signed, the Council subsequently approved file #121463, which transferred \$10,000 to LISC Milwaukee to operate LEAP once again in summer 2013. DCD entered into a cooperation agreement with LISC specifying LISC's responsibilities for the program.

The 2013 edition of LEAP achieved the following results:

- 1) 14 students were placed in LEAP internships.
- 2) 10 employers created LEAP internships: Harley-Davidson, Marquette University, Northwestern Mutual, Hatch Staffing, U.S. Bank, Children's Hospital of Wisconsin, Educators Credit Union, Running Rebels, Northwest Side Community Development Corp. and KBS Construction.
- 3) Eight employers paid the wages of the interns they hired. The City's \$10,000 funding was used to pay the wages of three interns hired by Northwest Side CDC and Marquette University, and to cover a small portion of LISC's staff costs for the program.
- 4) 13 of the 14 students successfully completed their internships and STOP training. One student did not complete the program due to refusal to complete the employer's required health screening process.

LEAP is continuing to operate in 2014, without Jobs Act funding and under the leadership of Lead2Change, an organization that assists youth aged 16 to 24 to identify their skills, purpose and talents while connecting them to their careers of choice. Lead2Change operates a program called "Dream.Explore.Build" that has placed more than 400 young people in non-profit and private sector internships.



As a part of the Jobs Act, the Department of Public Works in 2013 began a new collaboration with a Community Based Organization (CBO) and a hybrid combination of a CBO and a for-profit business to perform work that had been solely performed by City employees. We believed that these partnerships would provide valuable job experience for unemployed and underemployed City of Milwaukee residents. These tasks provided services needed by stake holders and in some cases were provided at a lower cost.

**Vacant Lot Clean Project:**

**Collaboration between Riverworks and the Running Rebels:**

- **Total # of individuals employed by Riverworks on the Vacant Lot Project**
  - 8 throughout the entire duration from starting October 2013 through today in June.
- **Total # of City Vacant Lots cleaned**
  - **1,496**
  - Also cleaned 120 In-Rem lots since our contract was amended, so total we've serviced 1,616 City-owned properties since starting work in October 2013.
- **Average Wage**
  - **\$11.80/hr**
    - \$10 for basic crew, \$12 for drivers, and \$15 for manager.
- **Promotions:**

1 – employee was promoted within Riverworks to a position outside of the Vacant Lot

**Total Dollars Spent**

	<b>2013</b>	<b>43,679</b>	<b>2014</b>	<b>47,071</b>

**Day Time Emergency Board Up Project:**

**Collaboration between Cream City Wrecking (for profit business) and Running Rebels (CBO)**

- Total number of individuals Cream City Wrecking has employed on the City of Milwaukee Board Up Projects: **Cream City – 2, Running Rebels – 2**
- Total number of City properties that have been boarded up as a result of Cream City Wrecking: **1, 165**
- Average wage the employees working on the Board Up Project with Cream City Wrecking have been paid: **\$17.25/hour**

- Tenure – Length of time employees for the City Board Up Project with Cream City Wrecking have been employed: **8 months**
- Total Dollars Spent:

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2013      96,976.00

2014    67,164.00

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