

**COMMUNITY DEVELOPMENT GRANTS ADMINISTRATION  
APPLICATION EXECUTIVE SUMMARY – FUNDING YEAR 2015**

**Milwaukee Youth Council – Youth Services Proposal**  
**Total Funds Available: \$73,960**

Total Amount Requested (CDBG FUNDS) \$ 11,000

(Note: Minimum Allocation is \$10,000)

Applicant Organization Name: Boys & Girls Clubs of Greater Milwaukee

Organization Address: 1558 N 6<sup>th</sup> Street City Milwaukee Zip 53212

Contact Person: Lucas Hutchens Title Grants Coordinator

Contact Person's  
Telephone Number: (414) 267-8164 Fax Number: (414) 267-8184

E-Mail Address: lucash@boysgirlsclubs.org

Is applicant a 501 (C)(3) organization? Yes  No

Is applicant a faith-based organization? Yes  No

Federal Employer Identification Number 39-0806292

Executive Director: Vincent Lyles Phone Number (414) 267-8100

Board President: James Popp Phone Number (414) 977-6701

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CDBG A

**Proposal submission(s) must be authorized and signed by an official of the Board of Directors.**

Name and title of Board Official: James Popp

Signature of Board Official: 

**NOTICE:**

A false statement or misrepresentation in the proposal to obtain grant funds and if funds are awarded, the funds and contract will be in default and the City may declare all of any part of the funds paid out immediately due and repayable to the City and the contract voided.

**PART 1: PROGRAM DESIGN & SPECIFICATIONS**

**If you need more space in any section, you may attach additional pages**

**1) HOUSEHOLDS/CLIENTS SERVED**

**a) Describe the specific target population to be served, including target low income level and special needs populations, as applicable.**

The Boys & Girls Clubs of Greater Milwaukee (BGCGM) is partnering with Community Advocates Public Policy Institute (CA-PPI) to replicate a successful youth employment program from Chicago to dramatically reduce youth violence and criminal involvement. The Chicago youth program, known as *One Summer Plus*, will be implemented in the summer of 2015 as *Youth Works MKE* and will target teens, ages 13-17 years old, most likely who have become involved with crime – those who have had past contact with the criminal justice system or high risk factors for future involvement. Furthermore, participants will be comprised of members from Boys & Girls Clubs of Greater Milwaukee's (BGCGM) James Madison High School Community Learning Center.

The value of simply keeping this population *busy* through the summer – the time when crime is most likely to occur – is not to be under-estimated. However, the impact *One Summer Plus (Youth Work MKE)* seeks to make is truly life-changing, building lasting improvements in outcomes for the youth in social-emotional learning and connection with employment and mentoring.

Nearly 33% of central-city adults over the age of 25 in Milwaukee lack a high-school diploma, compared with 20% citywide, and a state high-school non-completion rate of only 11%. As a result, many of the youth the Boys & Girls Clubs serve have few reference points for attainment in higher education, civic engagement, and community development. *Youth Work MKE* aims to make the connection that more training and educational opportunities equals more career options. Job training programs can help young people develop critical life skills and make an indelible impact on individuals, their families, and the community.

**b) Specify the total number of youth to receive direct services by your program.**

As the sixth most impoverished major city in the U.S., approximately 27% of the residents of Milwaukee live in poverty (Quinn, 2010) creating a formidable barrier for the healthy development of youth living in low-income homes. For these youth, poverty is a multidimensional problem affecting most aspects of their lives (Duncan & Brooks-Gunn, 1997). A successful path to adulthood will require developing the resilience to overcome a number of risk factors. *Youth Works MKE* will directly serve at least **30 youth** from 30 households living in Milwaukee's neighborhoods. With the addition of these funds, Boys & Girls Clubs of Greater Milwaukee will be able to provide annual wrap-around job support for the youth in *Youth Works MKE*.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**

**2) OUTREACH:**

a) Describe in a narrative, your agency's outreach and all of the methods that will be used to inform youth about your program.

The *Youth Works MKE* program will reach out to youth from James Madison High School. To make sure we are reaching out to as many James Madison High School youth as possible, we have developed a three prong approach to inform eligible youth of this exciting opportunity:

1. *Youth Works MKE* will utilize a referral form to select youth to participate in *Youth Works MKE*. The Boys & Girls Clubs anticipate collecting the names of over 100 youth for the initial screening. Youth that meet the criteria of high truancy (attendance issues, behavioral problems at school, and school suspensions) will be contacted for an informational orientation to learn more about the program.
2. In addition, *Youth Works MKE* will also take advantage of Court System recommendations of youth who may benefit in the program.
3. Recommendations from key staff members from the James Madison High School CLC on youth who may benefit from *Youth Works MKE*.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**

**Describe in detail ALL OF THE FOLLOWING:**

**3) The specific ACTIVITY to be performed:**

*Youth Works MKE* is based on a successful Chicago-based delinquency and violence reduction initiative entitled, One Summer Plus. One Summer Plus offers youth from neighborhoods with elevated rates of violent crime, with employment opportunities, mentoring, and therapy. *At-risk youth who participated in the Chicago - One Summer Plus program experienced a 51 percent drop in arrests for violent crime*, according to new study released from the University of Chicago Crime Lab. *Youth Works MKE* seeks to engage adolescents ages 13 to 17 for our target population who either have been involved with the juvenile justice system or are determined to be at risk of criminal involvement.

According to Chicago Mayor Rahm Emanuel, "We are not waiting for our kids to become victims of violence, but instead are reaching out to keep them safe and offer opportunities for learning and employment to address one of the root causes of crime. Given the results, we hope this program will serve as a model for future youth employment programs in Chicago and nationwide." *Youth Works MKE* is a 2015 pilot effort to bring a successful program design from Chicago to the streets of Milwaukee. Here in Milwaukee, we're optimistic that a planned evaluation by Medical College of Wisconsin will prove that if you provide kids with alternatives and opportunities, then it will help reduce the cycle of violence. While part-time employment experiences will take place in the Spring, Summer and fall, we anticipate maintaining the mentoring and Social-Emotional Learning component of the program year-round. Programming will also feature lessons in financial literacy, entrepreneurship and how businesses are started. Groups will exhibit high levels of cultural competency. Maintaining the mentoring year-round will extend engagement and help to build community among the youth. Mentoring will reinforce values such as integrity, accountability, self-determination, positive anger expression, and goal-setting.

The Milwaukee 2015 pilot initiative sets out to invest in 30 disenfranchised teens currently attending Milwaukee Madison High School. Given the expense of providing subsidized work experiences for youth. (30 youth x 20 hours x \$7.75 x 8 weeks = \$37,200) the Boys & Girls Clubs seek additional funds to fill a funding gap to provide comprehensive job wrap-around services to youth. *Youth Works MKE* program will begin programming **July 1<sup>st</sup>, 2015**. The program includes the provision of three immersive experiences – mentor-based adult role modeling, social emotional learning (SEL), and year round employment experience. A weekly support style approach will be most appropriate to track the program participants. The program will be broken down in a **three-pronged** approach to make this an extremely valuable experience:

**1. Career Development:**

Youth will be placed at local Boys & Girls Clubs sites, non-profit organizations and/or private sector businesses for a summer subsidized employment experience, as well as, a year-round job experience. During the summer, youth will be paid for 20 hours of work at \$7.75 per hour.

**2. Social Emotional Learning:**

Four hours of each youth's work week will be dedicated to Social Emotional Learning using the nationally-recognized *Brother, Sister Leader* curriculum. The curriculum focuses on issues such as leadership development and educational achievement, sexual responsibility, sexism and misogyny, political education and social justice, Pan-African and Latino history, and global awareness.

**3. Mentoring:**

During the summer, mentoring will occur for youth on Mondays during the months of July & August. The agenda is flexible and leaves room for activities such as shooting pool, playing video games, etc. The mentoring component will continue with social emotional learning and mentoring during the school year for up to 10 hours of work. The summer will be a

where we will seek to introduce the mentors to the young men and work on the beginning of building a stronger bond through the breaking of bread, the discussion of important topics, and fun. We are working very hard to identify mentors so that each young man will be matched with one mentor who will working with them even into the school year.

As meaningful as the *Youth Works MKE* pilot program will be, many youth will not be fortunate enough to take advantage of the full experience. For many, it's their first job or first time gaining important work skills. Without a clear plan or path for the future, these young people have few opportunities to find and advance in a career. With the addition of these funds, Boys & Girls Clubs of Greater Milwaukee will be able to provide annual wrap-around job support for the youth in *Youth Works MKE*.

Wraparound services include, but are not limited to: comprehensive and individualized mental health and emotional needs, emergency assistance to help keep youth in their home. Wraparound services could also help families that have a current emergency of impending homelessness, energy crisis, fire, flood or natural disaster. The goal for services is to ensure job retention, career progress, and that youth achieve an appropriate level of self-sufficiency. To ensure a work experience is successful for everyone involved, BGC staff will maintain communication with both the youth and employers from the first to the last day.

*Youth Works MKE* staff will maintain high expectations and provide plenty of support for youth to be successful. To ensure employment and education retention and career advancement, the staff will hold youth accountable for their actions. Staff will also maintain a close mentoring relationship, assist with smooth transitions for pre-placement activities, placement, contact activities and ensure youth's physical and emotional needs are being met.

#### Job Placement Opportunities:

To date, BGCGM has employer partners in the following 8 sectors: Healthcare, IT, Architecture Design, Green/ Sustainability, Manufacturing, Business/ Finance, Mechanics & other (Retail and Restaurant Hospitality). BGCGM plans to place a priority on working with employers in the retail sector. Examples of current employer partners include Colectivo, Walgreens, and Boston Store.

Many youth experience difficulties as they transition from classroom to the workplace. Job readiness skills are especially important and may need more focused attention to master. Some young people need to learn the importance of being at work on time, calling in when they are ill, and getting along with co-workers.

Youth will have an opportunity to gain career exposure and job experience with a variety of organizations, including but not limited to:

- Milwaukee Bucks
- U.S. Cellular
- Walgreens
- Boston Store
- Colectivo

#### 4) The GOALS of the program:

The goals of the Boys & Girls Clubs in partnership with *Youth Works MKE* is to link teens at risk of criminal involvement with subsidized jobs and supportive services including Mentoring and Social Emotional Learning to increase employment skills and positive engagement while preventing participation in delinquent activities.

**Objective 1:** To secure involvement from key government, business, educational, criminal justice, and human service partners, as well as youth, to align the partners necessary to implement Youth Works MKE.

**Objective 2:** Teens with prior juvenile justice involvement and/or at risk for criminal involvement are linked with jobs.

**Objective 3:** Teens exhibit good attendance at their jobs (to be further defined and quantified).

**Objective 4:** Teens receiving Social-Emotional Learning/mentoring report increased understanding of key learning areas (to be further defined and quantified).

**Objective 5:** Teens stay out of trouble over the summer (i.e., no arrests or criminal or delinquent behavior) (to be further defined and quantified).

In addition, youth will take advantage of Boys & Girls Clubs annual wrap-around support to guide them in establishing career development skills. Programs aim to increase the success of the work experience by ensuring that youth feel motivated from the start. Programs use various means to gather information about youth's interests and skills including one-on-one interviews with youth and families, career interest inventories, and observations of youth during other program activities.

**5) Outcomes:**

- a. Describe the expected outcomes, (results, impact or change) expected to come about as a result of your program and describe how these contribute to one or more of CDGA's long term outcomes which are: 1) Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, 4) Improve Quality of Life.

Work experiences are a critical component of preparing youth for transition to adulthood. Potential benefits for youth who participate in work experiences include:

- 1) Gaining career readiness skills including the "soft skills" that employers look for in entry-level workers.
- 2) Increasing one's knowledge of specific occupational skills and workplace settings.
- 3) Establishing a work history and connections with employers that can aid in future job searches.
- 4) Developing an understanding of different occupations in order to make informed career choices.

In addition, research studies suggest that work-based learning may increase school attendance, decrease dropout rates, reduce school suspensions, and increase school engagement. One study found students who participated in work-based learning were more likely to attend college or go to work compared to their peers. Boys & Girls Clubs will track success against the following program outcomes:

**Outcome #1:** 30 *Youth Works MKE* participants will be placed in a subsidized work experience.

**Outcome #2:** At least 50% (15 of 30) youth will receive an array of wrap-around support to include, but not limited to comprehensive and individualized mental health and emotional needs, emergency assistance to help keep youth in their home. Wraparound services could also help families that have a current emergency of impending homelessness, energy crisis, fire, flood or natural disaster.

**Expected Long Term CDGA Program Outcomes:**

**CDGA Long Term Outcome #1: Reducing Crime**

It is our experience that programs which target long term occupational skills, and occur within a safe, stimulating environment reduce interest in criminal activity. It's the expectation that participants will develop a work ethic, learn new skills and gain a new perspective of their community.

The Clubs have a positive effect on Milwaukee's youth. A recent study conducted by the Wisconsin Department of Public Instruction, Municipal Court System, and the University of Wisconsin-Milwaukee's Center for Urban Initiatives and Research revealed Club members exhibiting high attendance are 35% less likely to be arrested than their peers that have stopped attending club programming. In addition, Club members are 22.71% less likely to be suspended than their non-attending neighborhood peers. With the added occupational skills training, youth will have the opportunity to obtain employment. A job offering decent work is an important step in completing the transition to adulthood, a milestone towards independence and self-reliance. For children and young people living in poverty and in other disadvantaged situations, employment is often the main means for attaining a better life, thereby reducing crime.

**CDGA Long Term Outcome #3: Increasing Economic Viability**

The outcome of "increasing economic viability" captures a broad base of foundational occupational skills that translate into personal success, real world problem solving, and gainful employment. Creating and fulfilling income-generating job opportunities for young people can have direct positive consequences for poverty alleviation. Youth employment aids economic development by facilitating the entry of young skilled people into the productive sectors of an economy, and enabling the economy to sustain or increase its productivity and competitiveness in the market place.

**CDGA Long Term Outcome #4: Improving Neighborhood Quality of Life**

Youth living in poverty need to develop immediate and long term goals that give them a sense of a fulfilling and rewarding future. Job training, career planning and focusing on post-secondary opportunities like college are skills associated with believing in one's capacities and having a sense of hope for a better future. By providing job training programs, the Clubs will ensure that members have access to education and training and are given the opportunity to fully realize their potential.

Through the *Youth Work MKE* program, youth will develop their capacity to sustain effort, practice for improvement, and broaden their exposure to important life experiences. For these youth, programming is a means to develop goal setting and planning skills, which are foundational to a sense of personal efficiency and positive future orientation. These new competencies, in turn, inspire embracing new challenges and develop values that motivate and sustain youth in their future endeavors. Given the multidimensional risk factors associated with living in poverty, a positive sense of the future is critical to coping with present adversities and inspiring personal growth and development. Thus, the program outcome of "improving neighborhood quality of life" is important to the Clubs' program because it captures the degree to which activities build essential skills that underlie a positive future orientation and inspire achievement.

**BUDGET & RESOURCES LEVERAGED**

Include a proposed budget for your program utilizing the enclosed budget forms.

The budget forms are on pages 23-24.

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**Comments:**

## PART 2: EXPERIENCE

### 1. AGENCY EXPERIENCE:

Describe your agency's specific experience in providing the service for which funding is requested.

#### Boys & Girls Clubs of Greater Milwaukee Experience

Formed in 1887, Boys & Girls Clubs of Greater Milwaukee (BGCGM) is the city's largest neighborhood-based youth guidance organization and a seminal leader in the provision of protective factors for Milwaukee's at-risk youth. BGCGM is dedicated to promoting health, social, educational, vocational, cultural, character, and leadership development. Club facilities are located in at-risk neighborhoods based on criteria such as poverty, unemployment, poor education attainments of residents, and violent activity. The youth living in these areas are considered to be at-risk and in need of supportive services. Clubs (both traditional and school-based sites) are established in these areas to help stabilize the neighborhood and provide a safe and fun place for youth during non-school hours.

The target population for BGCGM services are primarily youth ages 5-18 from low-income and single-parent households in Milwaukee's central neighborhoods. Young people in the central city of Milwaukee face a daunting array of challenges. Club members are among Milwaukee's most challenged in terms of dealing with multiple stressors of poverty (85% qualify for free and reduced lunch), neighborhood violence, and other challenges. With approximately 15% growth in membership over the past three years, the Clubs served over **41,000** young people in the **2014-15** school year, indicating an overwhelming success in reaching our target population. BGCGM continues to customize programming to meet our predominantly African American (69%) and Hispanic or Latino (21%) youth, the majority of whom come from single parent, low-income families.

#### Career Development Program Experience

In partnership with the MAWIB, the Clubs bring over 25 years of experience in providing job readiness and hands-on work experience to youth. The Clubs have worked with Milwaukee Area Work Investment Board (MAWIB) to recruit, train and hire teens who meet the Workforce Investment Act (WIA) low income guidelines and have one, or more of the following barriers: basic literacy skills deficient, foster child, disabled youth, pregnant, or parenting, lives in a group home, offender/runaway/homeless or 1 or more grade levels behind. The Clubs & MAWIB work in partnership to screen all teen applicants to meet the above qualifications.

Most recently, the Clubs continue to partner with the MAWIB for the annual Milwaukee Youth Summer Employment Pilot Program funded through the State of Wisconsin Department of Workforce Development. Employers especially appreciated that youth were focused on working and that Club staff were accommodating with scheduling interviews, helping trouble shoot transportation issues and assisting youth succeed at their placement with other work-related issues. Initial feedback indicates that all employers loved the program and express strong desire to continue the partnership.

The project consists of recruiting eligible youth, completing a **20 hour Job Readiness Training**, coordinating activities with the MAWIB, coordinating interview schedules with employers for youth, placing youth in private sector business and providing follow-up. To date, the number of youth who have completed the program (2013 and 2014) have found success with 23 different employers.

Youth were placed in 8 different sectors: Healthcare, IT, Architecture Design, Green/ Sustainability, Manufacturing, Business/ Finance, Mechanics & other (Retail and Restaurant Hospitality).

Employers really seemed to like the program. "We are delighted to have had the opportunity to participate in this program," said Wade Krogwold, Direct Supply's Manager of Campus & Community Recruiting. "It provides students an opportunity to build on their current talents and skills, and gives them real-life experience exploring professions in the business world. Through this experience, the students develop a better understanding of how important soft skills are in the workplace, and they start to see how increasing their knowledge and learning from experiences like this one will help

them in their career development.”

Our core mission – *helping young people realize their full potential* – is our proudest component and has always been incorporated in the successful completion of secondary school and job placement. In fact, many of our current BCGM employees – some in leadership positions – began as Boys & Girls Clubs members in their youth. Furthermore, in summer of 2014, the Clubs placed 65 young people ages 14-21 in meaningful work experience. This included an initial orientation to the world of work, as well as weekly two-hour sessions that provided more in-depth work readiness preparation. Through their work (mainly as Program Assistants), the youth spent unforgettable summer learning child-development principles, developing leadership skills and maturing in teamwork skills. Of the 65 individuals who attended orientation in early June, a total of 65 worked for the Clubs, with over 100% of these youth completing at least 150 hours of work experience.

The Clubs also gained new members in the fall from youth who may have worked at the clubs in the summer and they were exposed to the benefits of attendance and membership at the Clubs. Young people who are initially attracted to the recreational, work experience and other engaging activities often become frequent attenders. In this way they begin to access the Clubs’ full range of valuable services, including tutoring, homework help, life skills building, financial literacy and leadership opportunities.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**

## **2. STAFF EXPERTISE:**

**Describe your agency’s specific staff experience in providing the service for which funding is requested. (Include education, years of experience etc.)**

The commitment of our staff members is the key to the Clubs’ success, which is consistent with leading youth-development theory and practices. The staff who will be responsible for carrying out the *Youth Works MKE* program will be Program Coordinator Emmanuel Weatherall and Program Manager (to be determined). Each staff will bring their own unique approach and skills to the program. Each staff will also be able to connect with program youth, and share career experiences to further the knowledge and growth of each participant.

Emmanuel Weatherall has over 5 years of experience in Career Development, including service most recently as career and education coordinator within the Boys and Girls Clubs. Emmanuel believes in the life long process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future. Forging a career path is a long process. It involves evaluating your goals, weighing your options, making difficult decisions, and learning from your experiences so that you can reevaluate and make new choices. There is, however, a shortcut on this path. With the help of Emmanuel Weatherall, these endeavors will be approached in a more appropriate way for youth who may need support in these areas.

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**Comments:**

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**3. FINANCIAL/ORGANIZATIONAL/BOARD & ADMINISTRATIVE STRUCTURE**

**Describe all of the following about your agency:**

**a. Financial structure:**

In order to ensure fiscal soundness, BCGGM strives to maintain a balanced and secure stream of funding. With 125 years of experience in the field, the Clubs' have demonstrated both staying power and the ability to grow with changing community needs to best address the challenges facing young people and their families. Revenue streams include:

United Way	6%
Contributions	41%
Investment Income	4%
Grants	44%
Service & Rental Fees	5%

These resources support our operating costs, including the costs for this program that exceed the funds available by the grant. BCGGM utilize a Windows-based accounting system, in conjunction with the ACCPAC software package. The agency maintains a Master Chart of Accounts with separate cost centers for each grant. In addition, all revenues and expenses are segregated. The BCGGM currently manage more than 20 publicly funded programs. For the seventh consecutive year, Charity Navigator, America's premier charity evaluator, awarded the Boys & Girls Clubs of Greater Milwaukee its coveted 4-star rating for sound fiscal management.

**b. Organizational & Administrative structure:**

A Branch Manager manages the daily operations at each of our Club locations. Each of the six primary Branch locations and 32 school-based Club locations are guided by an Advisory Council comprised of neighborhood residents, business owners, elected officials, and other interested parties. The Advisory Council provides each Club location with direction in service, assistance with fundraising, and development of policy. Each Branch Manager reports to an Area Director, who is responsible for the administrative oversight of all activities that occur at the Branch Locations.

**c. Board structure:**

Vincent P. Lyles, President & CEO of the BCGGM, reports to the 82-member BCGGM Board of Trustees. The Boys & Clubs of Greater Milwaukee has built strong relationships with area leaders, businesses, educational institutions and

professional sports teams, who frequently collaborate with us to help fulfill our mission. Our 80+ member board of trustees is comprised of prominent community members and business professionals who bring to the organization years of experience, knowledge and leadership.

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**Comments:**

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#### **4. ACCOMPLISHMENTS**

##### **A) Existing Agencies (Currently Funded by CDGA):**

Please summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

The Boys & Girls Clubs of Greater Milwaukee have three years of experience with CDBG Job Training and Placement funds. Currently, in 2015, the Boys & Girls Clubs have accomplished the following:

- The Clubs have currently trained 10 youth in bicycle mechanics and customer services, with 7 more half way through training
- 6 CDBG eligible youth were placed at DreamBikes, and 3 more will be placed at DreamBikes.
- 1 CDBG eligible youth will be permanently hired on a part-time basis with DreamBikes and 1 CDBG eligible youth will be placed at another bike shop.

In 2014, the Boys and Girls Clubs were successful with CDBG Youth Council funds, as evidenced by the following:

- The Clubs were able to assist 36 youth in obtaining a job and receiving wrap-around job support.

Also in 2014, the Boys and Girls Clubs were successful with CDBG Job Training and Placement funds, in the B&G Clubs Bike Training program as evidence by the following:

- The Clubs were able to train 25 youth in bicycle mechanics and customer services
- 25 CDBG eligible youth were placed at DreamBikes
- 3 CDBG eligible youth were permanently hired on a part-time basis at DreamBikes.

**NOTE:** If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide **THIRD PARTY** documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

**NOTE:** A written narrative alone by the applicant does not qualify as documentation of accomplishments.

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**(For CDGA Use Only)**

**Comments:**

REVIEWER'S SUMMARY

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# AGENCY BUDGET: EXPENSES

Organization: Boys & Girls Clubs of Greater Milwaukee

Program Name: Youth Works MKE

Show a proposed budget for the program for which you are applying. Include all committed and pending funds for your program.

CATEGORY	Requested CDBG Funds	Committed Funds (list source)	Pending Funds (list source)
Personnel Program Coordinator @ 50%	\$5,228	\$11,327	
Youth Works MKE Manager @ 50%	\$4,742	(Community Advocates)	
Fringe Benefits			
Occupancy/Utilities			
General Services (training, travel, printing, advertising, memberships)			
Supplies (office products, postage, computer and cleaning supplies, etc.)			
Contractual Services (accounting, legal, consulting, insurance)			
Equipment(Purchase/Rental)			
Other Costs(Describe) Administrative Cost @ 10%	\$1,030		
<b>TOTAL COSTS</b>	\$11,000	11,327	

**TOTAL AGENCY BUDGET: REVENUE**  
(inclusive of all programs operated by your agency)

**Organization Boys & Girls Clubs of Greater Milwaukee**

Show a three year history of **actual revenue** received by your agency for the three year period shown. If more space is needed continue with another page.

<b>CATEGORY</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Government Grants (list sources)</b>			
A. Federal & State Grants	\$7,499,354	\$7,895,373	\$8,841,745
B. Other Grants	\$2,114,612	\$2,097,045	\$1,318,802
C.			
D.			
<b>Subtotal</b>	\$9,613,966	\$9,992,418	\$10,160,547
<b>Foundation Grants (list sources)</b>			
A. Contributions	\$8,124,360	\$8,176,406	\$9,635,385
B. United Way	\$1,365,328	\$1,310,328	\$1,345,442
C.			
D.			
<b>Subtotal</b>	\$9,489,688	\$9,486,734	\$10,980,827
<b>Other Revenue (list sources)</b>			
A. Investments	\$1,119,902	\$1,170,501	\$1,262,896
B. Facility Rental	\$543,469	\$644,400	\$566,222
C. Service Fees/Membership Dues	\$695,512	\$573,682	\$522,632
D. Special Events	\$297,386	\$0	\$0
<b>Subtotal</b>	\$2,656,269	\$2,388,583	\$2,351,750
<b>TOTAL REVENUE</b>	\$21,759,923	\$21,867,735	\$23,493,124

**Board of Directors Roster for Agencies with Grant Administered  
by the Community Development Grants Administration**

Organization Name: Boys & Girls Clubs of Greater Milwaukee  
**DUNS Number:** 076162940  
 Program Year: 2015

NAME & TITLE	RACE	ADDRESS-INCLUDE CITY, STATE & ZIP	TERM EXPIRATION
NAME: <b>Mr. Christopher S. Abele</b>	White	Argosy Foundation 555 East Wells Street Suite 1650 Milwaukee, WI 53202	2014-2016
TITLE: President & CEO			
NAME: <b>Mr. Barry K. Allen</b>	White	Providence Equity Partners 4650 West Highland Road Mequon, WI 53092	2014-2016
TITLE: Senior Advisor			
NAME: <b>Mr. Bevan K. Baker</b>	Black or African American	City of Milwaukee Health Dept. Municipal Building 841 North Broadway, 3rd Floor Milwaukee, WI 53202-3653	2014-2016
TITLE: Commissioner of Health			
NAME: <b>Mr. James T. Barry III, J.D., CCIM</b>	White	Cassidy Turley Barry 1232 North Edison Street Milwaukee, WI 53202-2502	2014-2016
TITLE: President			
NAME: <b>Mr. David A. Baumgarten</b>	White	Bank Mutual 4949 West Brown Deer Road P.O. Box 245034 Milwaukee, WI 53224-9534	2014-2016
TITLE: President			
NAME: <b>Mr. David L. Bechthold</b>	White	Zenith Tech, Inc. N6 W23633 Bluemound 53188 PO Box 1028 Waukesha, WI 53187-1028	2014-2016
TITLE: President			
NAME: <b>Mr. Thomas H. Bentley</b>	White	Bentley Management Group 4080 North Port Washington Road Milwaukee, WI 53212	2014-2016
TITLE: Owner/CEO			
NAME: <b>Mr. William R. Bertha</b>	White	US Bank MK.WI.T3 777 E. Wisconsin Avenue Milwaukee, WI 53202	2014-2016
TITLE: President Wisconsin Market			
NAME: <b>Mr. Thomas M. Bolger</b>	White	Johnson Financial Group 555 Main Street, Suite 400 Racine, WI 53403	2014-2016
TITLE: Chief Executive Officer			

NAME & TITLE	RACE	ADDRESS-INCLUDE CITY, STATE & ZIP	TERM EXPIRATION
NAME: <b>Ms. Elizabeth Brenner</b>	White	Milwaukee Journal Sentinel 333 W. State Street Milwaukee, WI 53203	2014-2016
TITLE: President & Publisher			
NAME: <b>Mr. Brian Cadwallader</b>	White	Johnson Controls, Inc. 5757 N. Green Bay Avenue Milwaukee, WI 53201	2014-2016
TITLE: Associate General Counsel			
NAME: <b>Mr. Keith R. Burns</b>	White	Ernst & Young LLP 875 East Wisconsin Avenue Milwaukee, Wisconsin 53202	2014-2016
TITLE: Managing Partner			

TITLE: Vice President HR & President	African American	Davidson Foundation, Inc. 3700 West Juneau Avenue Milwaukee, WI 53208	2014-2016
NAME: Ms. Tina M. Chang	Asian	SysLogic 375 Bishops Way, Suite 105 Brookfield, WI 53005	2014-2016
TITLE: CEO			
NAME: G. Spencer Coggs	Black or African American	City of Milwaukee 200 E Wells Street, Room 103 Milwaukee	2014-2016
TITLE: City Treasurer			
NAME: Ms. Barbara B. Damm	White	1023 W. Shaker Circle Mequon, WI 53092	2014-2016
TITLE:			
NAME: Mr. Russell M. Darrow, Jr.	White	Russ Darrow Automotive Group W133 N8569 Executive Parkway Menomonee Falls, WI 53051	2014-2016
TITLE: Chairman & CEO			
NAME: Ms. Sue Ela	White	3938 N. Harcourt Place Milwaukee, WI 53211	2014-2016
TITLE: CEO			
NAME: Mr. Jack A. Enea	White	Whyte Hirschboeck Dudek S.C. 555 E. Wells Street, Suite 1900 Milwaukee, WI 53202	2014-2016
TITLE: Attorney/CPA			
NAME: Mr. Peter Feigin	White	Milwaukee Bucks 1001 N 4 <sup>th</sup> Street Milwaukee, WI 53203	2014-2016
TITLE: President			

NAME & TITLE	RACE	ADDRESS-INCLUDE CITY, STATE & ZIP	TERM EXPIRATION
NAME: Mr. Edward Flynn	White	Milwaukee Police Department 749 West State Street, Room 704 P.O. Box 531 53201-0531 Milwaukee, WI 53233	2014-2016
TITLE: Chief of Police			
NAME: Mr. William Fitzhugh Fox	White	Fox, O'Neill & Shannon, S.C. 622 North Water Street Suite 500 Milwaukee, WI 53202-4978	2014-2016
TITLE: Partner			
NAME: Alexander P. Fraser	White	Michael Best & Friedrich LLP 100 East Wisconsin Avenue, Suite 3300 Milwaukee, Wisconsin 53202	2014-2016
TITLE: Partner			
NAME: Mr. John W. Galanis	White	Galanis, Pollack, Jacobs & Johnson, S.C. 839 North Jefferson Street, Suite 200 Milwaukee, WI 53202	2014-2016
TITLE: Chairman			

NAME: Ms. Nan Gardetto	White	Baptista's Bakery, Inc. 4625 W. Oakwood Park Drive Franklin, WI 53132	2014-2016
TITLE: Owner/CEO			

<b>NAME: Mr. David Gay</b>	White	Ernst & Young LLP 875 East Wisconsin Ave. Milwaukee, WI 53202	2014-2016
TITLE: Managing Partner			
<b>NAME: Mr. Charles B. Groeschell</b>	White	Baird Advisors 777 East Wisconsin Avenue 21st floor Milwaukee, WI 53202	2014-2016
TITLE: Managing Director, Senior Portfolio Manager			
<b>NAME: Mr. Bronson Haase</b>	White	6948 North Wildwood Point Road Hartland, WI 53029	2014-2016
TITLE: Emeritus - Retired			
<b>NAME: Mr. William C. Hansen</b>	White	Hansen Storage Company 2880 North 112th Street Milwaukee, WI 53222	2014-2016
TITLE: President			
<b>NAME: Mr. Thomas J. Hauske, Jr.</b>	White	Everett Smith Group, Ltd. 800 North Marshall Street Milwaukee, WI 53202.3911	2014-2016
TITLE: Chairman			
<b>NAME: Mr. Jack Herbert</b>	White	Time Warner Cable 1320 N. Martin Luther King, Jr. Drive Milwaukee, WI 53212	2014-2016
TITLE: Regional Vice President of Operations Midwest Market			
<b>NAME: Ms. Renée Herzing</b>	White	Herzing Educational System Herzing University 525 North 6th Street Milwaukee, WI 53203	2014-2016
TITLE: President			
<b>NAME: Ms. Katherine Hust</b>	White	U.S. Cellular W233 N2905 Ridgeway Parkway Waukesha, WI 53188	2014-2016
TITLE: Vice President of Sales/Mid-Central Region			
<b>NAME: Mr. Charles V. James</b>	White	Fitzgerald, Clayton, James & Kasten, Inc. 706 North Jefferson Street Milwaukee, WI 53202	2014-2016
TITLE: Chairman Emeritus			
<b>NAME: Mr. Jerome Janzer</b>	White	Reinhart Boerner Van Deuren s.c. 1000 N Water Street, Suite 1700 Milwaukee, WI 53202	2014-2016
TITLE: Chairman, President & CEO			
<b>NAME: Craig Jorgensen</b>	White	VJS Construction Services W233 N2847 Roundy Circle West Pewaukee, WI 53072	2014-2016
TITLE: President			
<b>NAME: Ms. Sarah Wright Kimball</b>	White	Kimball Communications 2822 North Downer Avenue Milwaukee, WI 53211	2014-2016
TITLE:			
<b>NAME: Mr. Steven L. Laughlin</b>	White	Laughlin/Constable, Inc. 207 East Michigan Street Milwaukee, WI 53202.4905	2014-2016
TITLE: Partner			
<b>NAME: Mr. N. Thompson Long</b>	White	MillerCoors 250 South Wacker Drive Chicago, IL 60606	2014-2016
TITLE: President & Chief Commercial Officer			
<b>NAME: Mr. Keith R. Mardak</b>	White	Hal Leonard Corporation 7777 West Bluemound Road P.O. Box 13819 Milwaukee, WI 53213.0819	2014-2016
TITLE: Chairman & CEO			

NAME & TITLE	RACE	ADDRESS-INCLUDE CITY, STATE & ZIP	TERM EXPIRATION
NAME: <b>Mr. Marc J. Marotta</b>	White	Foley & Lardner LLP 777 East WI Avenue, 37th Floor Milwaukee, WI 53202	2014-2016
TITLE: Partner			
NAME: <b>Ms. Maureen A. McGinnity</b>	White	Foley & Lardner 777 East Wisconsin Avenue, 26th floor Milwaukee, WI 53202-5367	2014-2016
TITLE: Partner			
NAME: <b>Mr. Daniel F. McKeithan, Jr.</b>	White	Tamarack Petroleum Company, Inc. 777 East Wisconsin Avenue, Suite 3020 Milwaukee, WI 53202-5341	2014-2016
TITLE: President & CEO			
NAME: <b>Mr. Robert Lane Mikulay</b>	White	4664 North Lake Drive Whitefish Bay, WI 53211	2014-2016
TITLE:			
NAME: <b>Mr. Brian Morello</b>	White	Beloit Beverage 4059 W. Bradley Road Milwaukee, WI 53209	2014-2016
TITLE: President			
NAME: <b>Mr. Cory L. Nettles</b>	Black or African American	Generation Growth Capital, Inc. 411 East Wisconsin Avenue, Suite 2350 Milwaukee, WI 53202-4426	2014-2016
TITLE: Managing Director			
NAME: <b>Mr. Albert O. Nicholas, CFA</b>	White	Nicholas Company, Inc. 700 North Water Street Suite 1010 Milwaukee, WI 53202	2014-2016
TITLE: Chairman & CEO			
NAME: <b>Mr. Keith D. Nosbusch</b>	White	Rockwell Automation 1201 South 2nd Street Milwaukee, WI 53204	2014-2016
TITLE: Chairman & CEO			
NAME: <b>Mr. Wayne C. Oldenburg</b>	White	Oldenburg Group Incorporated 1717 West Civic Drive Glendale, WI 53209	2014-2016
TITLE: President & CEO			

NAME: <b>Mr. Guy A. Osborn</b>	White	578 W17803 Harbor Circle Muskego, WI 53150	2014-2016
TITLE:			
NAME: <b>Mr. Richard R. Pieper, Sr.</b>	White	PPC Partners, Inc. 5070 North 35th Street Milwaukee, WI 53209	2014-2016
TITLE: Chairman			
NAME: <b>Mr. James R. Popp</b>	White	Chase 111 East Wisconsin Avenue, Floor 16 Milwaukee, WI 53202	2014-2016
TITLE: President, Wisconsin & Minnesota			
NAME: <b>Pastor Robert B. Pyles</b>	White	MacPyles Corporation 6737 N. Teutonia Avenue Milwaukee, WI 53209	2014-2016
TITLE: President			
NAME: <b>Mr. David F. Radtke</b>	White	RBC Wealth Management 1000 N. Water St., S.1500 Milwaukee, WI 53202-3197	2014-2016
TITLE: Sr. Vice President-Investment Officer			
NAME: <b>Mr. Austin M. Ramirez</b>	White	HUSCO International 2239 Pewaukee Road Waukesha, WI 53188	2014-2016
TITLE: President			
NAME: <b>Ms. Kristine A. Rappé</b>	White	Wisconsin Energy Corporation 231 West Michigan Street Milwaukee, WI 53202	2014-2016
TITLE: Senior Vice President & Chief Administrative Officer			
NAME: <b>Mr. Timothy Rigsby</b>	White	Rigsby Group, Inc. W303 N1694 Arbor Drive Delafield, WI 53018	2014-2016
TITLE: Owner			
NAME: <b>Ms. Bethany M. Rodenhuis</b>	White	Northwestern Mutual MS: N09 720 E Wisconsin Avenue Milwaukee, WI 53202	2014-2016
TITLE: Exec. Officer & Sr. VP – Field Strat. & Svcs			
NAME: <b>Mr. Mark Sabljak</b>	White	The Business Journal 825 N. Jefferson St. Suite 200 Milwaukee, WI 53202	2014-2016
TITLE: Publisher			
NAME: <b>Mr. Richard C. Schlesinger</b>	White	Milwaukee Brewers One Brewers Way Milwaukee, WI 53214	2014-2016
TITLE: Executive Vice President-Business Operations			
NAME: <b>Mr. Allan H. Selig</b>	White	Major League Baseball 777 East Wisconsin Avenue Suite.3060 Milwaukee, WI 53202	2014-2016
TITLE: Commissioner			
NAME: <b>Mr. John S. Shiely</b>	White	Briggs & Stratton Corporation P.O. Box 702 Milwaukee, WI 53201-0702	2014-2016
TITLE: Chairman Emeritus			
NAME: <b>Ms. Thelma A. Sias</b>	White	We Energies 231 W. Michigan St., P421 Milwaukee, WI 53203	2014-2016
TITLE: Vice President Local Affairs			

NAME & TITLE	RACE	ADDRESS-INCLUDE CITY, STATE & ZIP	TERM EXPIRATION
NAME: <b>Mr. Daniel Sinykin</b>	White	Monterey Mills 1725 East Delavan Drive Janesville, WI 53546	2014-2016
TITLE: President			
NAME: <b>Mr. Guy W. Smith</b>	White	Americor Management Services LLC N94 W17900 Appleton Avenue Suite 101 Menomonee Falls, WI 53052.0444	2014-2016
TITLE: President			
NAME: <b>Mr. Judson M. Snyder</b>	White	BMO Harris Equipment Finance 770 N. Water Street Milwaukee, WI 53202	2014-2016
TITLE: President			
NAME: <b>Mr. Thomas L. Spero</b>	White	2507 West Range Line Terrace Mequon, WI 53092	2014-2016
TITLE:			

NAME & TITLE	RACE	ADDRESS-INCLUDE CITY, STATE & ZIP	TERM EXPIRATION
NAME: <b>Mr. John W. Splude</b>	White	DEMATIC Corp 2855 South James Drive New Berlin, Wisconsin 53151- 3662	2014-2016
TITLE: Senior Advisor/Board Member			
NAME: <b>Ms. Mary Ellen Stanek</b>	White	Baird Advisors 777 East Wisconsin Avenue 25th floor Milwaukee, WI 53202-5391	2014-2016
TITLE: Managing Director & Chief Investment Officer			
NAME: <b>Ms. Mara Swan</b>	White	ManpowerGroup 100 Manpower Place Milwaukee, WI 53212	2014-2016
TITLE: Executive Vice President, Global Strategy and Talent			
NAME: <b>Mr. Alfonzo Thurman</b>	White	Department of Administrative Leaderships UWM School of Education PO Box 413 Milwaukee, WI 53201-0413	2014-2016
TITLE: Professor			
NAME: <b>Mr. Harris Turer</b>	White	The Milwaukee Admirals 1001 N. 4th Street Milwaukee, WI 53203	2014-2016
TITLE: CEO			
NAME: <b>Mr. John A. Utz</b>	White	Associated Bank 330 E Kilbourn Avenue, Suite 200 Milwaukee, WI 53202	2014-2016
TITLE: Executive Vice President			
NAME: <b>Mr. Ronald L. Walter</b>	White	Milwaukee Bucks 1001 North 4th Street Milwaukee, WI 53203-1312	2014-2016
TITLE: Vice President			

NAME: <b>Mr. Gordon J. Weber</b>	White	Associated Banc.Corp Two Plaza East 330 East Kilbourn Avenue, Suite 200 Milwaukee, WI 53202	2014-2016
TITLE: Executive Vice President & Director of Corporate Banking			
NAME: <b>Mr. Gregory M. Wesley</b>	White	Gonzalez Saggio Harlan LLP 111 E. Wisconsin Avenue, Suite 1000 Milwaukee, WI 53202	2014-2016
TITLE: Equity Partner			
NAME: <b>Mr. David C. Westgate</b>	White	Jason Incorporated 411 E. Wisconsin Ave, Suite 2100 Milwaukee, WI 53202	2014-2016
TITLE: President & CEO			
NAME: <b>Mr. Arthur W. Wigchers</b>	White	Towne Realty, Inc. 710 North Plankinton Avenue, Suite 1200 Milwaukee, WI 53203	2014-2016
TITLE: President			

NAME & TITLE	RACE	ADDRESS-INCLUDE CITY, STATE & ZIP	TERM EXPIRATION
NAME: <b>Mr. James B. Wigdale</b>	White	Marshall & Ilsley Corporation 770 North Water Street Milwaukee, WI 53202	2014-2016
TITLE: Chairman Emeritus			
NAME: <b>Ms. Madonna Williams</b>	White	W309N6309 Cindy Lane Hartland, WI 53029	2014-2016
TITLE:			
NAME: <b>Mr. Scott A Wrobbel</b>	White	Deloitte 555 East Wells Street, Suite 1400 Milwaukee, WI 53202.3824	2014-2016
TITLE: Managing Partner			
NAME: <b>Mr. James L. Ziemer</b>	White	Harley-Davidson, Inc. 567 W24275 Skyline Avenue Waukesha, WI 53189	2014-2016
TITLE: President and CEO Retired			
NAME: <b>Ms. Anne Zizzo</b>	White	Zizzo Group Marketing + PR + New Media 648 N Plankinton Ave, Suite 270 Milwaukee, WI 53203	2014-2016
TITLE: President & CEO			
NAME: <b>Ms. Diane Zore</b>	White	2505 West Dean Road Milwaukee, WI 53217	2014-2016
TITLE:			

The Slate of Officers of the Board Shall Commence on January 22nd and End on November 19th.

**NOTE: THIS FORM MUST BE SUBMITTED WHENEVER THERE ARE BOARD CHANGES.**

# APPENDIX

INCOME CHARACTERISTICS FOR PROGRAM PARTICIPANTS

Based on the Federal Income Guidelines below, the family size and income level of each beneficiary is determined by the number of members in the household and on the following chart:

**(HUD 2015 Income Limits)**

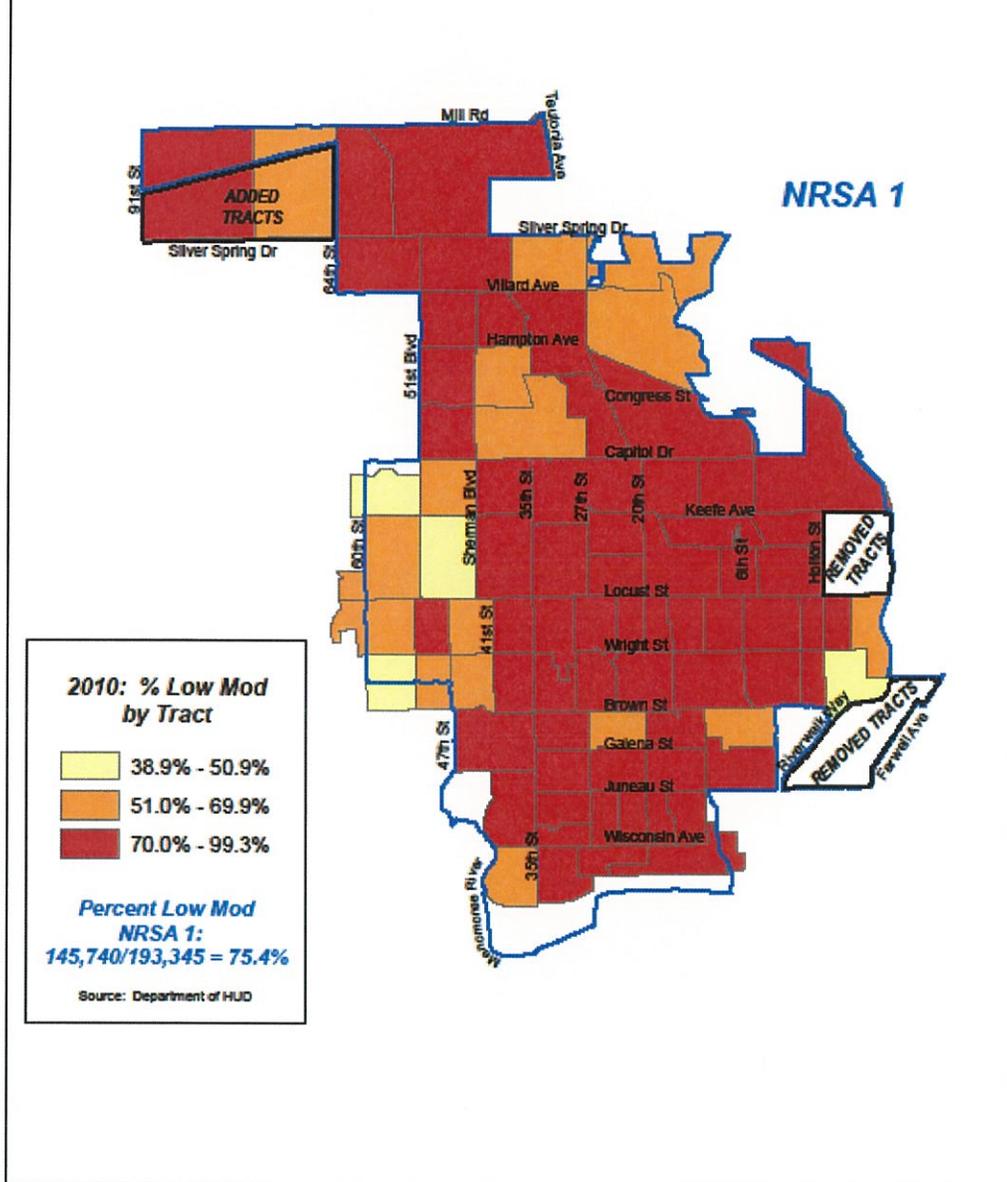
<b>NUMBER IN HOUSEHOLD</b>	<b>EXTREMELY LOW INCOME LEVEL</b>	<b>VERY LOW INCOME LEVEL</b>	<b>LOW INCOME LEVEL</b>	<b>NON LOW INCOME LEVEL</b>
1	\$ 15,400	\$ 15,401 - \$25,700	\$ 25,701 - \$41,100	Over \$41,100
2	17,600	17,601 - 29,350	29,351 - 46,950	Over \$46,950
3	20,090	20,091 - 33,000	33,001 - 52,800	Over \$52,800
4	24,250	24,251 - 36,650	36,651 - 58,650	Over \$58,650
5	28,410	28,411 - 39,600	39,601 - 63,350	Over \$63,350
6	32,570	32,571 - 42,550	42,551 - 68,050	Over \$68,050
7	36,730	36,731 - 45,450	45,451 - 72,750	Over \$72,750
8	40,890	40,891 - 48,400	48,401 - 77,450	Over \$77,450

**DEFINITIONS:**

- 1) Extremely Low Income Level. This income level is at or less than 30% of County Median Income.
- 2) Very Low Income Level. This income level is between 31% and 50% of County Median Income.
- 3) Low Income Level. This income level is between 51% and 80% of County Median Income.
- 4) Non Low Income Level – Above 80% of County Median Income.

**CDBG TARGET AREAS**

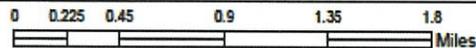
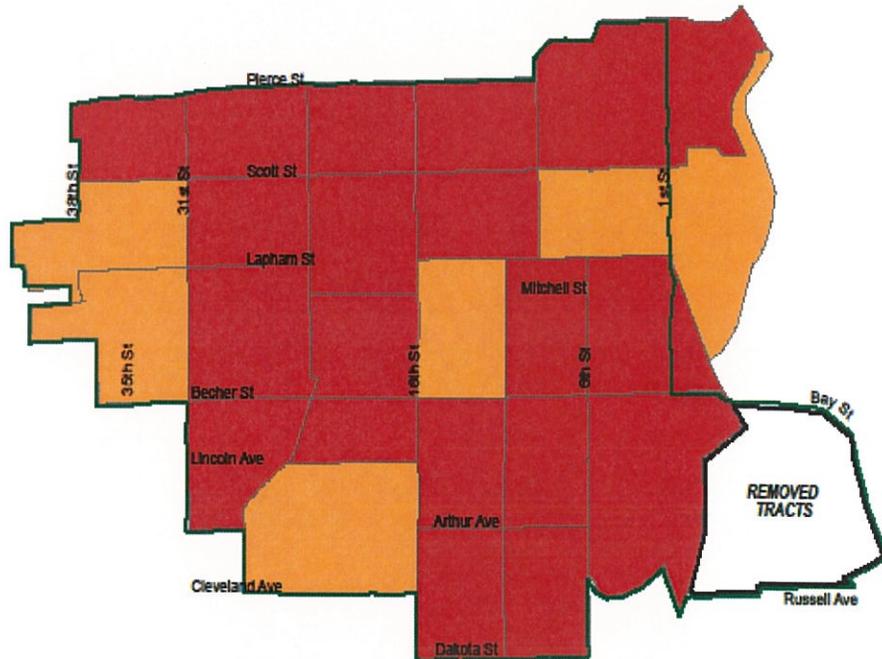
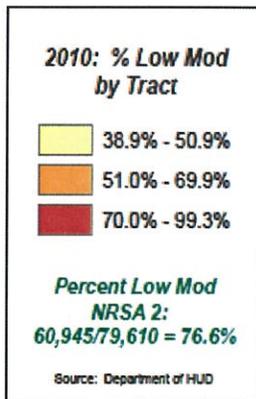
**City of Milwaukee - Community Development  
Block Grants Administration:  
Neighborhood Revitalization Strategy Area 1  
Low Mod Data, 2010**



**CDBG TARGET AREAS**

**City of Milwaukee - Community Development  
Block Grants Administration:  
Neighborhood Revitalization Strategy Area 2  
Low Mod Data, 2010**

**NRSA 2**



## Conflict of Interest Regulations Applicable to CDBG and HOME Funding

### Persons Covered

1. Employees of the City of Milwaukee
2. Employees of subrecipient organizations (including Board members)
3. Agents of the City
4. Consultants of the City
5. Officers of the City
6. Elected officials of the City
7. Appointed officials of the City
8. Designated public agencies of the City
9. State Recipients (HOME regulations)

### No Persons (identified above)

- who exercise any functions or responsibilities with respect to CDBG or HOME activities, or
- who have exercised any functions or responsibilities with respect to CDBG or HOME activities, or
- who are in a position to participate in a decision making process, or
- who are in a position to gain inside information with regard to such activities.

### Prohibition

- may obtain a *financial interest* from a CDBG or HOME assisted activity, or
- obtain a *benefit* from a CDBG or HOME assisted activity, or
- have a *financial interest* in any contract, subcontract, or agreement with respect to a CDBG or HOME assisted activity, or with respect to the proceeds of the CDBG or HOME assisted activity
- either for themselves or
- those with whom they have business or immediate family ties,
- during their tenure or for one year thereafter.

### Employees of both the City and Employees of Subrecipient Organizations that receive CDBG or HOME funds:

Before any employee who exercises or has exercised any functions or responsibilities with respect to CDBG or HOME activities, or who is in a position to participate in a decisionmaking process or gain inside information with regard to CDBG or HOME activities, is permitted to avail himself or herself of a financial interest or benefit from programs funded with those grants, or is permitted to enter into any contract or agreement relating to such activities, the City, on behalf of the employee, is required to first seek an exception to the conflict of interest regulations from HUD.

City Employees: Any City employee who exercises or has exercised any functions or responsibilities with respect to CDBG or HOME activities, or who is in a position to participate in a decisionmaking process or gain inside information with regard to CDBG or HOME activities, and who wishes to participate in a program funded with CDBG or HOME funds, should first seek a confidential advisory opinion from the Ethics Board. In order to seek an exception from the HUD conflict-of-interest regulations, an employee must provide an opinion of the City Attorney that the relationship at issue does not violate state or local law.

Any other City Employee described above whose position involves activities related to a grant-funded program in which he or she wishes to participate should seek a confidential advisory opinion from the Ethics Board *before* participating in the program.