

Overview Employment Funding Recommendations

The criteria for funding recommendations is outlined throughout the RFP as well as in other supplemental documents including the Application Instructions, Employment Program Framework, and the Evaluation Scoring Rubric. All of these documents were provided to applicants via CDD's funding website and highlighted during the required applicant workshops that they attended. In addition, CDD's commitment to include factors beyond application scores is described in the Forward Community Investment Funding Process Study Report, which was also made available on the CDD website. The following is a list of criteria taking into consideration for funding recommendations

Target population – programs and services focus on low-income residents, women and those that are Black, indigenous, people of color, immigrants and/or individuals who identify as LGBTQ+. This criteria also includes organizations being connected to or having a history of working with these populations. This information is listed on page 7 of the RFP. This criteria applies across the group of applications, rather than just the score or information regarding target population identified in a single application, as CDD seeks to fund programs that have a specific focus on one or more of these identified populations.

Employment and Training focus – supporting an inclusive and responsive continuum of employment opportunities for youth, young adults, and adults which include a variety of programming, employment opportunities and industries. This information is listed in detail on pages 10 and 11 of the RFP. This criteria applies across the group of applications, rather than just the score or information regarding the type of program or industry identified in a single application, as CDD seeks to fund an array of programs that provide opportunities across a continuum of service and industries. (see note below regarding Industry and Local Economic Need)

Partnerships, Collaborations and Coordination – this criteria centers around the City's efforts to build a comprehensive youth, young adult, and adult employment support system amongst service providers and other key stakeholders. Additionally, we looked at programs that are designed and planned as part of an intentional sequence with entry, reentry points and ongoing referrals made between programs for participants. Partner linkage is critical and recommendations are based upon applicants having existing partnerships or having at least initiated the process of building relationships. These relationships should connect participants to a continuum of appropriate training, work experience, and educational opportunities that address a range of skills and abilities as well as age and life stage needs. This information is listed on page 9 of the RFP.

Location of service area – recommendations include those that demonstrate connections to specific communities and/or geographic areas. Geographic placement of programs and services should enable smooth transitions, such as coordinated scheduling of the graduation from one program to the enrollment of a relevant partner program, or co-location of services. This information is listed on page 9 of the RFP. This criteria applies across the group of applications,

rather than just the score or information regarding the geographic area identified in a single application, as CDD seeks to fund a set of programs focus that address the needs in specific neighborhoods or areas of the City.

Logic Model/Theory of Change – applicants needed to be able to describe their theory of change for participants and discuss their rationale for how programming will reach the desired outcome while ensuring outcomes are appropriate to the employment and training services continuum. – This information was included in the Employment Program Framework document that was provided to all applicants and staff recommendations are based upon clear and measurable outcomes appropriate to the employment and training services continuum. This information is listed on page 12 of the RFP.

Strength of the proposal – based on the proposal criteria table, which was outlined in the RFP on page 14, and the Evaluation Scoring Rubric. Proposal score was not the determining factor, nor was it written anywhere in the RFP materials that funding would be awarded solely based on scores.

In addition to the criteria noted here and in looking at **Industry and Local Economic need**, CDD staff also reviewed key data from the Bureau of Labor Statistics, Community Development Institute/EDA University Center, UW Madison Division of Extension, the National League of Cities, Measure of America, and National Census and Survey data.

Use of ARPA Youth Employment Expansion funding

Recommendations include increasing funding for agencies who could expand or offer new innovated youth employment programs with ARPA funding in the fall of 2021 and the summer of 2022. Our recommendations support some of the programs funded with ARPA funding, allowing the programs plan to continue to serve or expand under regular POS contracts allowing for more youth to be served.

Racial Equity - Supporting Agencies Led by People of Color

CDD's recommendations include funding 21 of the 31 agencies who applied for funding, 5 of which would be new to CDD's employment portfolio, and of which, 13 are led by and serving people of color and other marginalized populations.

Note: Many agencies multiple program proposals, however, no one agency was funded for all proposals submitted.

Community and Agency Input:

CDD engaged community partners in a stakeholder input process in May 2022 which included current City of Madison contracted service providers, the Youth Employment Network, the Adult and Employment Training Network, Workforce Development South Central Wisconsin, Madison Metropolitan School District, Madison College, Dane County Job Center, Public Health Madison and Dane County, and United Way of Dane County.

Common themes that came from those feedback processes, include programming with a deliberate focus on alignment with other wrap-around services/supports, ability for participants to grow/matriculate through a program via cohort-based learning, having more paid training and employment programs which can help improve retention and completion rates, directly addressing needs identified in the data on local industry, and assuring that specific racial/ethnic populations have opportunities that are provided by and specific to the needs of the identified group.

Community and agency partners also acknowledged young adults age 18-26 years is an overwhelmingly underserved population and that funding is needed to support this population. Therefore new funds were allocated in the Mayor's Executive Budget. In addition, two programs and additional funds moved from the Adult Employment to the Young Adult Employment Program Area.

Youth Employment Services:

Services that provide employment, paid internship, and employment training opportunities to youth ages 14-21 by exposing them to various public and private sector industries, job placement, opportunities to build financial capability, and training to help increase self-efficacy, gain work experiences and skills needed to succeed in today's and future economy. Activities should focus on providing services that increase opportunities for youth to gain valuable job training, career guidance, and real-world work experience through connections with caring adults. The City expects to fund a package of programs that, together, provide a continuum of linguistically and culturally responsive internships, pre-employment and employment.

Funding Recommendations

After reviewing program proposals, applicable data, and priority areas while centering equity, reviewers summarized, and proposed funding recommendations as follows:

- Support for young Black girls in STEM and career exploration.
- Support programs that received ARPA Youth Employment expansion funding that created valuable programming, this is recognition that CDD supports this work with consistent funding.
- Support agencies that work with youth in the LatinX and Asian communities
- Expand programming opportunities for youth into Pre-health care, STEM, entrepreneurship and other fast growing local industry needs.
- Support leadership and advocacy as employment training, supporting the skills of advocacy work as transferable employment skill building.
- Support employment services on the Northside of Madison, which has been underserved in past years.
- Continue to support agencies working with young Black males.
- Support agencies with knowledge of target population and employment programming supporting positive youth development.

- Support agencies to provide services that are culturally and linguistically responsive to the needs of individuals and households of various races, ethnicities, cultures, and socioeconomic levels, for example Southeast Asian youth and bilingual learners.
- Support agencies with strong partnerships that support desired program outcomes.
- Program's theory of change described rationale for how programming will reach the desired outcome using a logic model.

Agency	Justification for recommendation
Bayview	Only agency specifically focused on working with SE Asian youth.
Briarpatch	Specific focus on youth at risk of homelessness, deep knowledge of target population and employment programming supporting positive youth development.
Centro Hispano	Focused on and connected to the LatinX community holistically, strong connection to MMSD.
CEOs of Tomorrow	Entrepreneurial programming for youth of color facing barriers to employment.
Common Wealth Development	Knows target population and provides traditional employment programming. Only applicant for Wanda Fullmore Internship program, PEAT program located in Fitchburg.
Dear Diary	Innovative focus on employment training for Black female youth.
Goodman TEENworks	Program has a variety of industry-connected opportunities such as hospitality, agriculture, and culinary arts.
Maydm	Leader for STEM/Tech internships for Black female youth.
Mentoring positives	Programming for Black male youth focused on social entrepreneurialism.
Rape Crisis Center	Provides leadership and advocacy skill development and employment training applicable across multiple career paths for BIPOC youth.
Rooted	Supports urban agriculture, food policy, and youth employment on the Northside and Southside
Sustain Dane	Employment training on Northside with a focus on the fast growing green energy tech.

Emerging Young Adult Employment Services

The City of Madison Emerging Young Adult Employment Services initiative seeks to increase supportive services for disconnected young adults ages 18-26 years that will increase

employment, training, and supportive educational opportunities for young adults who are not participating in, and who face barriers to obtaining, job training, education, or employment and, due to the Covid-19 pandemic, are left out of the rapidly changing employment and educational economy. Programs will also be encouraged to recruit participants from programs that offer youth employment services. The City expects to fund a package of programs that, together, provide a continuum of linguistically and culturally responsive young adult pre-employment and employment services.

Funding Recommendations

After reviewing program proposals, applicable data, and priority areas while centering equity, reviewers summarized, and proposed funding recommendations as follows:

- Support transition into adulthood through agencies already well connected to youth.
- Offer a variety of employment related services that support transition to adulthood.
- Support and expand outreach, navigation and relationship building where previously there were support drop offs due to only having youth or adult programming.
- Support linkage, reconnection, and reengagement programming across a continuum.
- Support high school completion to career or college application or employment. Expand pathways to post-secondary credentials.
- Support agencies to provide services that are culturally and linguistically responsive to the needs of individuals and households of various races, ethnicities, cultures, and socioeconomic levels, for example Southeast Asian and bilingual young adults.
- Support paid work experience and training in a variety of local occupations with a focus on rapidly growing industries.

Agency	Justification for recommendation
Bayview	Natural expansion to address continuum of services for SE Asian young adults.
Centro Hispano	Natural expansion to address continuum of services for LatinX young adults.
Jewish Social Services of Madison	Only program that focuses specifically on Refugee young adults.
Latino Academy of Workforce Development (LAWD)	Natural expansion to address continuum of services for LatinX young adults, specifically focused on employment and training.
Omega	<p>Focused solely on GED preparation and completion but does not link to post-secondary education or career pathways as required in the RFP.</p> <p>5 + other applicants programs offered GED/ HSED linked to next steps of for employment</p>

	<p>MMSD now offers a GEDO II (Employment & High school diploma) program for Madison students who are disconnected from high school or employment.</p>
Operation Fresh Start	<p>Parks Conservation - only applicant that applied (\$29,265).</p> <p>Legacy - original staff recommendation was to fund the agency's CareerPoint program at \$70,000, however, the Executive Director requested the funds be allocated to the Legacy program instead. City funds for the Legacy program provide a required match for some of the agency's Federal funding.</p> <p>Each young adult completing the Legacy program will receive a high school diploma through MMSD. OFS Legacy program participants earn an AmeriCorps grant to further their education.</p> <p>CareerPoint: Application offered professional internship/career training program that will give young people access to careers often made available only to their peers pursuing post-secondary education. In line with goal of RFP, CareerPoint is a built-in partnership with local training, providers and employers as a bridge for young people <u>into high-demand industries</u> (matches Data used to guide needs of local occupations for RFP).</p> <p>OFS will also receive \$163,000 to continue work with City Engineering for invasive species /water way work (this funding was not included in the RFP but is considered employment programming).</p> <p>City CDD office was asked to write letter of recommendation to OFS application for the Workforce Innovation Grant Program. OFS received \$3.3 million from this funding.</p>
Rape Crisis Center	<p>Supports leadership and advocacy skill development, employment training applicable</p>

	across multiple career paths for BIPOC young adults.
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Adult Employment Services

The City of Madison Adult Employment initiative seeks to increase employment and training opportunities for adults ages 18 or older, who face barriers to obtaining employment and are being left behind during an improving employment economy. The City expects to fund a package of programs that, together, provide a continuum of linguistically and culturally responsive services related to adult employment. Programs will also be encouraged to recruit participants from programs that offer youth or young adult employment services. This is to ensure youth or young adults needing additional support, and/or are aging out of high school, are transferred to existing adult employment and training programs. Increasing the number of residents obtaining and retaining family sustaining jobs relies on outcomes in every level of the employment support continuum.

Funding Recommendations

After reviewing program proposals, applicable data, and priority areas while centering equity, reviewers summarized, and proposed funding recommendations as follows:

- Support education & literacy for employment
- Support agencies working with justice-involved individuals and families especially individuals returning home after incarceration.
- Support trainings for women in construction and STEM related training.
- Support for agencies that have built trusting relationships with target populations.
- Support for agencies that aim to improve employment outcomes and ability to earn high wages.

Agency	Justification for recommendation
Latino Academy of Workforce Development (LAWD)	Links general education to workforce/tracks. Prioritized NEW funding for LAWD in young adult priority area.
Literacy Network	Focus on ESL populations, GED, education, and literacy for employment.
Madison-area Urban Ministry (Just Dane)	Only agency targeting justice-involved individuals and families especially individuals returning home after incarceration.
Urban League of Greater Madison	Supports the African American community needing assistance and training to increase employment opportunities and higher wage earning. Prioritized funding in other areas to support in-demand employment occupations as reflected

	<p>Bureau of Labor statistics data which was shared at this year's Madison Region Economic Development & Diversity Summit hosted by the Madison Urban League and Madison Region Economic Partnership.</p> <p>ULGM will continue to receive \$279,000 to operate and staff employment related trainings at the Southwest Employment and Training Center .</p>
Wisconsin Regional Training Partnership (Big Step)	Programs support women and other underrepresented populations in construction and trades.
YWCA	Program supports low-income women in STEM and tech fields.