



Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: cddapplications@cityofmadison.com

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

Official submission date and time will be based on the time stamp from the CDD Applications inbox. Late applications will not be accepted

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. ***Do not attempt to unlock or alter this form.*** Font should be no less than 11 pt.

If you have any questions **related to the content of the application**, please contact: Hugh Wing – hwing@cityofmadison.com or Yolanda Shelton-Morris – yshelton-morris@cityofmadison.com

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Jen Stoiber – jstoiber@cityofmadison.com

Legal Name of Organization:	Madison Area Urban Ministry, Inc. D/B/A JustDane	Total Amount Requested:	\$ 199,929.
Program Name:	Just Bakery		
Program or Activity are you Applying for:	☐ Youth Employment Services (ages 14-21) ☐ Youth Employment & Training ☐ Wanda Fullmore Youth Internship Program ☐ Young Adult Employment Services (ages 18-26) ☒ Adult Employment Services (18+)		
Contact Person:	Linda Ketcham	Email:	linda@justdane.org
Full Address:	2115 S. Park St., Madison, WI 53713	Telephone:	608-256-0906
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (if applicable)	

Organizational Qualifications:

1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

Madison-area Urban Ministry (D/B/A JustDane) was founded in 1971 and incorporated as a private non-profit in 1973. As part of our mission our agency has always served as an incubator for new ideas and projects, serving as the fiscal sponsor and offering capacity building support. Since our inception, over 25 incubated projects have spun off to become their own non-profits, including: The Allied Wellness Center, WI Faith Voices for Justice, Project Home, Family Enhancement (now part of RISE), Transitional Housing (which opened the first men's shelter at Grace Episcopal in 1985 and later merged with CHAS to become Porchlight), The Interfaith Coalition for Worker Justice (now Worker Rights WI), Centro Hispano and the East Madison Community Health Center. We currently serve as the fiscal sponsor and incubator for the Allied-Dunn's Marsh Neighborhood Association, Allied Partners, Street Pulse Homeless Cooperative, Bleed Shamelessly, Moms on a Mission (MOMs) and in collaboration with our faith community partners we are the fiscal sponsor and administrator for two eviction prevention funds (Badger Road and Allied Drive neighborhoods). We also engage in advocacy around issues of racial and economic justice, access to education, homelessness and affordable housing, and justice system reform. In the mid 1990's we began to focus on the criminal justice system and on reentry support for individuals returning to the community from prison. This is because that's where all of the systemic and institutional injustices we had been focused on converged. These injustices include: racism, poverty, access to education, fair and affordable housing and homelessness. We have had justice system reform, neighborhoods impacted by institutionalized racism and support for justice-involved individuals as a major focus of our work since 1997. In 2006 at a joint strategic planning session with both Staff and Board, a unanimous decision was made to maintain our programs for justice involved individuals and families under our agency rather than spinning them off - we recognized that our daily proximity with individuals and families involved with the justice system made us better, more informed advocates.

Today JustDane offers an array of programs and initiatives that provide support for justice-involved individuals and families. In 2002 we started our Circles of Support initiative, recruiting and training community volunteers to meet weekly with someone returning home after incarceration. The Circle offers a safe, supportive place for the newly released person to talk through their goals, challenges, progress, to find a new community and to build social capital. Circles meet for a minimum of 6 months, but most continue for one year. Created in 2005, The Journey Home (a Signature Initiative of the United Way of Dane County) offers a wide array of services and programming for individuals returning to the community after a period of incarceration. Among the services offered through The Journey Home: case management for people returning from prison, Parenting Inside Out, employment skills training, case management, Phoenix Initiative peer led support group, micro-loans to access and build credit, and a monthly Service Fair (a one stop shop to access community resources). Our Just Bakery vocational training program was launched in 2013 and offers a 12 week, 40 hour a week employment training program for individuals who have chronic barriers to employment, including conviction history, substance abuse and/or mental health challenges, lack of high school diploma or who are experiencing homelessness. Just Bakery provides lifes skills training, financial literacy training, employment soft skill training, case management, job placement and retention supports for students. Utilizing a National Restaurant Association ManageFirst Curriculum, our Just Bakery students earn nationally recognized certificates. Program graduates earn automatic acceptance into Madison College's Culinary Arts program and can start with up to 12 credits toward their degree. In 2017, through a City of Madison grant, JustDane launched our Reentry Peer Support and Case Management initiative. Our reentry peer support program provides Certified Peer Specialists to provide ongoing support for someone with lived experience with substance abuse and/or mental health challenges, and who is involved in the justice system. Case management, trauma support and increased access to

mental health supports are also provided under the current peer support program. JustDane also administers a small bail fund that we operate in collaboration with the Public Defender's Office and Sheriff's Department. The goal is to assist individuals, who have bail set at or below \$500, in meeting their bail, so that they can return home and maintain their employment as their case moves through the court system. In 2020, through a grant from the City of Madison, we also began providing rapid rehousing services for justice-involved individuals, working to place people who have experienced incarceration in permanent housing. Since 2004, JustDane has provided supportive services for children who have one and sometimes two parents who are incarcerated. Family Connections takes children to visit their mothers at Taycheedah Correctional Institution. Reading Connections helps incarcerated parents stay connected with their children through reading - volunteers record parents reading to their kids, the book, DVD and a letter or card from the parent is then sent home to their kids, helping to maintain the parent/child bond. Mentoring Connections provides one-to-one community based mentoring for kids ages 4-17 who have an incarcerated parent. The program utilizes a critical mentoring, racial justice lens in the provision of mentor training and utilizes a positive youth development approach to working with youth in the program. In 2020 we began a new collaboration with Operation Fresh Start called Drive to Succeed. Drive to Succeed offers justice involved youth ages 17-21 group mentoring, assistance through tutoring to obtain their HSED/GED, and the opportunity to obtain their Driver's License. In July of 2019 we opened Healing House. House Healing House offers 24/7 recuperative shelter for families experiencing homelessness and who have a member being discharged from the hospital. Guests are provided shelter, meals, linkage and referral, and transportation assistance. In addition, our partner The Road Home provides the housing case management.

Our advocacy work related to criminal justice and police reform continues; as does our work for economic justice and an increase in affordable housing and a decrease in homelessness. Our staff serve on Boards, Committees and Commissions at the City, County and State level focused on eliminating systemic and institutional injustices in our community and state.

JustDane is governed by a Board of Directors and the general organizational management is the responsibility of the Executive Director, who has been with the organization for 16 years. The Board of Directors is responsible for the supervision of the Executive Director. The Board of Directors utilizes an active committee structure that includes the Executive Committee, comprised of Board officers; Personnel Committee; Finance Committee; Development Committee and the Strategic Planning Committee. The Executive Director is responsible for the overall management of the organization, grant writing and reporting, supervision of the management team, and serves as a liaison to funders. The Executive Director is also responsible for advocacy. JustDane contracts with Number4Nonprofits for all bookkeeping services and with Johnson.Block CPAs for audit services, tax returns and State 1952 forms. Tandem (formerly QTI) provides our HR and payroll services through contract. Our Board Treasurer communicates regularly with the Bookkeeper and the Board receives monthly financial reports from Numbers4Nonprofits.

Since 1973 JustDane has focused on inclusion, diversity, equity and access through our work on fair and affordable housing, access to education, economic justice and criminal justice system reform. Among our guiding values is inclusion; ensuring that all voices are at the table. This includes ensuring that our agency and initiatives are welcoming for both staff and program participants, and that our staff and governance reflect the diversity of our community and the individuals with whom we work. It also ensures we are engaging participants and staff in the development, evaluation and revision of our initiatives and agency policies and practices. We recognize that diversity alone does not ensure equity, inclusion or access. We see our work as an ongoing process, through both internal organizational work, and within the community.

In April, 2021, the Peer Recovery Center of Excellence at the University of Texas at Austin, named JustDane an Expert Consultant in creating an inclusive workplace for people with lived experience with mental health and/or substance abuse challenges, as well as lived-experience with incarceration. That recognition is the result of a 15 year process of implementing employment policies, practices and procedures that support and nurture the professional development of our staff. This includes: banning the box on our employment applications (2007) and revising all agency position descriptions (2007) to focus on requisite skill sets rather than degrees, thereby ensuring that we don't create barriers to employment by requiring a degree while undervaluing the life and work experiences of potential applicants. As a result, position descriptions focus on skill sets and consider lived experience and work experience as education. As one of our staff members with lived experience with incarceration put it, "it was the first place I found in Dane County where having a conviction record was an asset in applying for a job." We believe that inclusion means access; whether to opportunities at every level within JustDane or in the community. Our commitment is reflected in our internal organizational work, as well as our work in the community.

Recognizing that racial disparities impact borrowing and credit access in 2008, we created and implemented an employee payroll advance policy, allowing employees to borrow, interest free, against their wages to meet unanticipated financial needs like a car repair or medical bill. The loan is repaid through payroll deduction over the course of a 12 month period and it ensures that employees, who have not had access to credit due to discriminatory practices, can meet emergency needs without added stress or risk to their employment. Our current base minimum wage at JustDane is \$16 per hour with a goal to be at \$19 per hour by 2024. As a matter of equity, inclusion and the recognition that every employee contributes to the success of the organization, all staff, full and part-time, accrue paid time off (sick, vacation and holiday). We also offer flexible scheduling for staff who wish to pursue additional education. We are an internship site for Madison College, UW Madison, Edgewood College and the Dept. of Vocational Rehabilitation. We remain one of the few agencies accepting interns who are justice-involved. Eight of our current staff were interns with us and 11 of our current staff members were program participants. Staff employed full-time (30 hours per week or more) are eligible for the full employee benefit plan that includes medical insurance (a choice of 12 plans and JustDane pays 90% of the premium), dental and vision insurance (JustDane pays 100% of premium) life insurance at 1.5 times annualized wages (employer pays 100% of premium) and short-term disability (employer pays 100% of premium). All employees, full and part-time have access to the employee contributed 401K retirement plan, unemployment and worker's compensation insurance and access to our Employee Assistance Plan. JustDane has 33 full and part-time employees, 21 staff are full-time, 12 are part-time. Eleven of the 12 part-time staff were looking for part-time work for a variety of reasons, including health concerns, benefit considerations and enrollment in school. As an employer it is our preference to hire staff at full-time and over the past year we have been able to move three part-time staff into full-time positions.

JustDane has 33 staff across all programs. Agencywide 40% of staff identify as Black, 42% of staff identify as white, non-hispanic, 9% of our staff identify as Latinx and are bi-lingual (English/Spanish); 9% of staff identify as multi-racial. Twelve percent of staff identify as LGBTQ+. Sixty-seven percent of our staff agency wide have lived experience with the justice system, 70% of staff have lived experience with mental health and/or substance abuse challenges, 33% of staff have a family member who has been involved in the justice system and 27% of staff identify as having a disability. Thirty-three percent of agency staff identify as male, 67% of staff identify as female. Fifteen percent of staff are aged 65 or older.

Within our reentry programs, including our current peer support initiative we have 17 staff, 47% identify as Black, 29% identify as white, 12% identify as one or more race and 12% identify as Latinx non-white. Fifty-nine percent identify as male, 41% identify as female. Twelve percent identify as LGBTQ+, and 12% are bi-lingual Spanish/English. Eighty-eight percent of our reentry initiatives staff have lived experience with the justice system and 94% have lived

experience with mental health and/or substance abuse challenges. Within our management team 25% of our team identify as Black, 25% identify as multi-racial, 13% identify as Latinx and 37% identify as white. Sixty-three percent of our management team has lived experience with justice system involvement, 20% identify as LGBTQ+, 87% identify as female, 13% identify as male.

Our Board has adopted a Statement of Commitment to our Staff, reinforcing their commitment to Inclusion, Diversity, Equity and Access. The Board holds Board and Staff networking events so Staff and Board get to know one another both personally and professionally. This has included specific networking events between our Board and Staff members of color. The agency by-laws include benchmarks for board representation and composition to include racial and ethnic diversity, as well as people with lived experience in incarceration. The Board adopted the use of an equity review process for agency initiatives, policies, practices and procedures. We have an Equity Pay Cap limiting the allowable gap between the base minimum wage and highest paid employee. Over the past several years we have focused on increasing the diversity of our volunteer base and revised our volunteer training curriculum to address cultural humility, trauma informed care and practice; understanding white supremacy and systems of oppression and how to be advocates for systems change. Our 3 year strategic planning process engaged program participants through staff workgroups, retreats, Board input, stakeholder surveys and conversations and meetings with our strategic planning committee and consultant. The Strategic Plan Implementation Committee includes board, staff and program participants. We continue to engage in advocacy within our community focusing on inclusion, equity, diversity and access, whether in housing, education, employment, the justice system or other seats of power, our work for an equitable community continues.

JustDane has been working with justice-involved individuals, especially individuals returning home after incarceration, for 24 years. Working with individuals in the areas of residency, employment, support, education and treatment, our staff have extensive experience working with individuals with high barriers to employment, assisting them with soft skills training, resume writing, job applications and job placement and retention support. Just Bakery was launched in the fall of 2013 expanding our work in this area and increasing the array of supportive employment training and education available through JustDane. JustDane has had a long standing commitment to hiring individuals across programs who have lived experience in the areas of justice system involvement, homelessness, mental health and/or addiction challenges, and employment barriers. The experiences of our staff, both life experience and educational, are critical in the development and implementation of our initiatives.

Just Bakery was launched in 2013, with our first cohort graduating in 2014. Just Bakery helps facilitate the individual's empowerment and helps to change lives by offering individuals with significant barriers access to employment: training, mental health supports, linkage and referral to other community services, employment training, and job placement and retention services. All of this is provided, with the goal of helping prepare and place people in jobs that pay above the minimum wage, with a target of at least \$15.00 per hour. Since 2014 Just Bakery has worked with over 600 justice-involved individuals facing significant barriers to employment, with an average employment placement rate of 70%.

2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.

Over the past forty-nine years JustDane has built authentic relationships within the community among individuals and households served, as well as with BIPOC, LGBTQ+, immigrant, low-income neighborhood groups and associations and other grassroots organizations. We have not always done that work perfectly and we have learned

a lot along the way and we recognize that this is a lifelong journey. We believe that building authentic relationships requires both internal organizational work, as well as time spent in proximity, on the ground, authentically engaging with BIPOC, LGBTQ+, immigrants and/or individuals, households, and low-income neighborhoods. Our staff is diverse with staff members who have both personal and professional relationships with our participants, with BIPOC, LGBTQ+, immigrant individuals and households, and with low-income neighborhoods. We recognize that, as an employer, building relationships and authentically engaging within the community means that we have built relationships with and authentically engaged our staff as well.

Internally, our work includes ongoing self-reflection and focus on increasing our organizational self-awareness. This includes study and review of current research and data related to disparities, white privilege, the colonization of wealth, and providing training on race, equity, diversity and inclusion internally for our staff and understanding our own privilege and biases. We recognize that such training and education is crucial even in an organization with a diverse staff and Board. Since we recognize that our values of honor and respect may transcend culture; we cannot make assumptions about the role of community traditions and cultural context when engaging a BIPOC community, regardless of one's personal identification as a member of such community. Organizations must understand the intersectionality of issues. Authentic engagement with the community for us means that we engage from a place of humility, authenticity, respect for the person and the community. These values, in addition to the lived experiences of our staff and program participants, have led us to centering our process and practices on the use of community based and participatory approaches to decision making and engagement.

Building authentic relationships requires that we, as an employer, walk our talk. This means that we value all staff as demonstrated by a living wage, earned time off for all staff and a focus on full-time employment with good benefits. It means we make space and place within our organization for honest, difficult and necessary conversations about race, immigrant rights, LGBTQ+ rights, income and poverty, the criminalization of poverty in our community, and disability rights. It means we recognize that our work is difficult and we work to support and encourage our staff's efforts for self-care. We recognize the toll that institutionalized biases, discrimination and marginalization have taken on our staff who are members of marginalized groups. We make space for conversations about that trauma, provide resources for our employees, including an Employee Assistance Program, and some of the other employment practices outlined in other sections of this proposal. Building authentic relationships and engaging in the community means that we use our privilege to help partner organizations fulfill their missions – part of that work has been through our mission as an incubator and fiscal sponsor and part of it is the partnerships and collaborations we developed with BIPOC organizations in the community. Such partnerships and collaborations take many forms and have included: introducing BIPOC led organizations to our donors, funders and volunteers; highlighting the work of BIPOC led organizations through our social media, newsletter, and other venues, using our advocacy platform to speak up on issues that affect partner agencies and organizations and the communities they serve. We have turned down funding opportunities, and we have worked to understand when we should step back and follow the lead of others in the work to build stronger, healthier, more equitable and safer communities.

Building relationships and authentically engaging with individuals, households, or communities requires that we are on the ground whether at a meeting, at a community meal, a resource fair, in a neighborhood, or attending a community forum. We have to be in the community. It's why our staff have a regular presence at the Beacon, at community resource fairs, and neighborhood events and meetings. Being on the ground, being present is a necessary part of building a relationship but it's not enough; we must also listen. Listening requires self-awareness. It means that we recognize and honor the community's wisdom; that we understand and know the history and context; that we be prepared to be uncomfortable, transparent; that we follow-through on the promises we make and that we use our organizational privilege to push issues and to help open doors for community leaders to lead. Listening means

that we recognize when not to speak, knowing that active listening leads to increased understanding and knowledge. Listening also means that we seek to identify, define and talk about cultural differences. It means we're willing to center the community's voice, leadership and experience.

Building authentic relationships requires trust. Trust is built through listening, through engagement, through sharing power or even giving power away, by supporting BIPOC organizations and communities through providing resources. For example, not asking BIPOC organizations to do things for free, or community members to serve on panels for free. At JustDane we pay stipends to individuals who serve on panels or who make presentations. We use BIPOC owned businesses for services. We purchase tickets to partner events, and we actively reach out to build partnerships and collaborations with BIPOC organizations.

The work of building authentic relationships is ongoing - there is no "end point" or finish line. It is a continuous effort, an ongoing learning and centering process both internally as an organization and within our community. This is the work our staff and Board have committed our organization to and we continue to seek out new relationships while continuing to focus on strengthening our current relationships and partnerships.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

JustDane is committed to the professional development of our entire staff. To that end, training opportunities are identified and shared with staff. The agency has a training budget to assist staff in attending trainings and conferences. In 2020 our Board also codified, in their Statement of Commitment to our staff, that they also recognize the benefit of having staff across all programs serve in various capacities on Boards and Committees within the community. Staff are encouraged to participate at a variety of levels with other related organizations and efforts, including advocacy events. Since 2018, JustDane has sent over 20 staff through the Department of Health Services State Certified Peer Support training. Additionally we have supported two of our staff as they completed the State Certified Peer Support Train the Trainer Training program and certification process. We also supported another staff as she completed the Parent Peer Specialist Training. In 2019, we sent a team of five staff to San Francisco to consult with Delancey Street on their peer program and model. We take a broad view of professional development and have supported staff in taking refresher courses in Spanish, and staff have participated in training through NAMI focused on mental health in the Latinx community, in the Black community and the LGBTQ+ community. We have sent staff through Cultural Humility training, mental health first aid, suicide prevention training and many more. Staff regularly attend the WI Peer Specialist Conference, Racial Justice Summit and other trainings throughout the community. JustDane has a training budget: registration and related costs for staff are paid by the agency. If funds in the training budget are depleted, we work to identify scholarship opportunities for registration, as well as allow staff to use work time to attend free trainings and workshops.

We also incorporate in-service training into our regularly scheduled Reentry Team and All Staff meetings to offer relevant training for staff. Most recently in July, we had a repeat training with Dane Madison Public Health on the proper administration of Narcan and staff received training in detecting an overdose and the administration of Narcan. Each of our sites has a supply of Narcan. On August 30th we are partnering with the Madison Department of Civil Rights for a "Know Your Rights" training related to employment and worker rights. The training is open to staff and to program participants.

JustDane has sent multiple supervisory staff through the UW EauClaire Management Training Inclusive Workplace training. Staff across all programs receive training in trauma informed care and mental health first aid. Staff also

participate in available offerings through the City of Madison; most recently the City of Madison Human Resources Invest in You Team training series currently being offered through the City of Madison.

We offer a flexible work schedule for staff who wish to further their education and professional development. That means adjusting their work schedules to accommodate classes. Since 2006 we have had four staff graduate with their Associate's Degree, one staff member graduated with a law degree and one staff completed both her Bachelor's and Master's degrees while working at JustDane. Currently two staff are working on their Bachelor's Degrees and another just graduated in May with her MSSW.

In 2020, as part of our organization's Diversity, Equity and Inclusion policy, our Board adopted the following: "It is important to us that we commit to anti-racist work both internally as an organization and externally within our community." With that in mind, as an employer JustDane pledges the following:

1. We will be an organization that validates the experiences of our staff of color, holding space and place for our staff of color to grieve, to express their anger, their frustration, and to ask how we, as an organization and as an employer can be helpful. 2. We will continue to put in place organizational policies focused on equity that recognize the impact of systemic racism and racial disparities at every policy level. We recognize that employment practices are racial justice issues and we commit to employment policies and practices that are anti-racist. 3. We will value the work of every employee and have adopted a policy that caps the wage gap between the highest and lowest wage so that our entire staff move forward together. 4. We will continue our policy of providing paid vacation and sick time for all employees, full and part-time. 5. We will continue our policy of working with employees who wish to further their education, offering flexible scheduling and accommodations. 6. We commit to ongoing, required training for both Staff and Board members in the areas of white privilege, systemic racism, implicit bias, trauma, focusing on how to become allies and co-conspirators in the movement for racial justice. We will recognize that for many of us this work is a lifelong journey.

Just Bakery program staff are required to have specific training, education and experiences for employment within the program:

Just Bakery Manager: Requires five years of experience in baking/culinary industry and a background in human services.

Baking and Pastry Arts Instructor: ServSafe certified, at least five years of experience in commercial baking and management.

Kitchen Manager: Requires 3 years of experience in commercial baking/food service industry, ServSafe Certification and a valid driver's license.

Lead Instructor: 3 years of experience in food services industry, National Restaurant Association ManageFirst Certification in all curriculum materials and two years experience teaching.

Assistant Instructor: ServSafe Certified and at least one year teaching experience.

Peer Support Specialist: State Certified Peer Support Specialist, preference one year of experience as a Peer Support Specialist.

Resource Specialist: At least two years of experience providing case management with justice involved individuals.

Job Development and Placement Specialist: At least two years of experience in job site development, employment placement and retention supports.

Production Staff: Program graduates preferred, ServSafe Certified, at least three months commercial baking experience, WI Driver's License preferred.

Executive Director: At least five years of program management experience, strong verbal and written communication skills, experience in contract management and staff supervision.

Our current staff represent skilled teachers, bakers, human services staff and individuals who have lived experiences similar to those of our students. Our staff bring both their formal training and experience and their lived experience to their work. Staff working in the Just Bakery program are:

Jaclyn Eitrem, Just Bakery Manager, has been with Just Bakery since 2017. Prior to her paid position with Just Bakery, Jaclyn was an intern with JustDane's Circles of Support Reentry program. Jaclyn was the lead classroom instructor for Just Bakery from 2017 until 2021 when she was promoted to Just Bakery Manager. Jaclyn brings 11 years of experience in the culinary and food service industry. She is a Certified Peer Support Specialist and holds a degree in Psychology from UW-Madison, is certified in ManageFirst and is a certified instructor and proctor for ServSafe and ManageFirst.

Clare Van Hoven is the Baking and Culinary Arts Instructor with Just Bakery. Clare holds an Associate's Degree in Culinary Arts and is ServSafe Certified. She brings seven years of food service industry experience, baking and management with her to her position teaching students commercial baking in our licensed kitchen.

Zachary Wisiewski has been with Just Bakery since 2019, starting as a teaching assistant and promoted in 2020 to lead classroom instructor teaching National Restaurant Association ManageFirst curriculum and life skills. Zachary has obtained his National Restaurant Association ManageFirst Certificates. Zachary is a 2018 graduate of Just Bakery.

Veronica Pena Diaz joined the Just Bakery staff in 2021 as a Teaching Assistant. Veronica was a Teaching Assistant with Madison School and Community Rec and Summer School Program Leader prior to her work with us. Veronica assists with the Cost Control and Accounting portions of the curriculum. Veronica is also bilingual (Spanish/English).

Kaziah Anderson is a Certified Peer Specialist. She joined the JustDane Staff as a part-time Peer specialist in October 2018. Kaziah holds an Associates Degree in Liberal Arts and is working on her Bachelor's Degree through the UW School of Human Ecology. In 2020, Kaziah completed training and certification to become a Certified Parent Peer Support Specialist, expanding her skills to work effectively with parents through our peer support program. In 2021 Kaziah became a Certified Parenting Inside Out Trainer. Kaziah brings an important perspective to the work as someone with lived experience, as a mom and as someone working to pursue a college degree all while working. Kaziah provides Peer Support Services for Just Bakery students and facilitates a weekly peer support group for Just Bakery students.

Candice Young is the Resource Specialist (case manager) with Just Bakery. Candice started her work with Just Bakery in May of 2021 after having completed a year long internship with us through Madison College. She holds a degree in Human Services and is working on her Bachelor's Degree. Candice has lived experience with the justice system and

JustDane has many current collaborations with organizations in our community. We have collaborated with Project Respect since 2017 in provision of additional trauma support for Just Bakery students who have lived experience with human trafficking.

JustDane and Vision Beyond Bars collaborate on the provision of reentry Peer Support services. Richard Harris, the Director of Vision Beyond Bars, has lived experience with incarceration, is a veteran, a State Certified Peer Specialist and holds a Master's Degree in Social Work. In our collaboration, Richard provides Peer Support for individuals in our program who are veterans, or who have a significant mental health challenge. Richard also facilitates the Barracks Beyond Bars peer support group in the Dane County jail through our collaboration (although that group has been on hold due to the pandemic). JustDane provides the case management for the individuals working with Richard. This collaboration has been in place since 2017.

JustDane's reentry programs and Just Bakery also work with Forward Services through our FoodShare Employment Training (FSET) contracts for additional supports for FSET eligible participants. We also work with Employment and Training Association in our reentry programs focused on additional job retention supports for FSET eligible individuals. We have been working with Employment and Training Association since 2006 in support of soft skills employment training for justice involved individuals returning from prison or jail.

In 2022, JustDane and Centro Hispano of Dane County entered into a new partnership through our Community Stabilization contract with the City of Madison. Through this collaboration, Centro and JustDane are working to expand access to reentry peer support services for the Latinx community. The collaboration also has the goal of expanding career pathway training and employment in the field of peer support focusing on expanding the number of bicultural, bilingual individuals who participate in and complete the State of WI Peer Support Certification process.

In 2018-2019 we collaborated with Operation Fresh Start on the renovations for our Healing House site. The Operation Fresh Start Grad Crew did the demolition and renovation work for most of the project. That collaboration led to our most recent partnership, Drive to Succeed. Drive to Succeed offers group mentoring for justice involved youth and young adults, assists with completion of their high school education and assists them in obtaining a Driver's License. A high school diploma and a Driver's License are the two most referenced requirements for employment in Dane County. Driving without a license is the most common entry point into the justice system for youth. The program helps avoid justice involvement while improving long term earning potential.

JustDane has active MOU's and subcontracts with many other organizations throughout Dane County related to our reentry work. We recognize the need for collaboration in order to provide the best, most comprehensive, culturally and linguistically relevant supports for our program participants. Our Healing House initiative collaborates with The Road Home for the provision of housing case management for the guests at Healing House. Through our Just Bakery, Peer and Journey Home initiatives, we have MOU's with Project Respect, Employment & Training Association, Worker Rights WI, and the other HIRE partner agencies. In our currently funded peer support program we have MOU's with Centro Hispano, Access to Independence, Vision Beyond Bars and Anesis Therapy.

- b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

Just Bakery partners with Madison College to open access to higher education for students. One of the unique aspects of Just Bakery is that we are accessible to individuals who are often locked out of education

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM
AGENCY AND PROGRAM REVENUES

Legal Name of Organization: Madison Area Urban Ministry D/B/A JustDane

Total Amount Requested: \$199,929

Contact Name and Email for Budget Info: Linda Ketcham, linda@justdane.org

****Instructions: Complete this workbook in tab order, so the numbers will autofill correctly. Only fill in the yellow cells.**
Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

Please fill out all expected revenues for the programs you are requesting funding for in this application.
 All programs not requesting funding in this application, should be combined and entered under NON APP PGMS (last column)

REVENUE SOURCE	AGENCY 2023	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	435,043	65,000	0				370,043
UNITED WAY DANE CO	391,432	83,944	0				307,488
CITY CDD-This Application	621,821	199,929					421,892
OTHER GOVT*	73,000	15,000					58,000
FUNDRAISING DONATIONS**	803,000	60,000					743,000
USER FEES	190,000	175,000					15,000
TOTAL REVENUE	2,514,296	598,873	0	0	0	0	1,915,423

*OTHER GOVERNMENT: Includes all Federal and State funds, as well as funds from other counties, other Dane County Departments, and all other Dane County cities, villages, and townships.

**FUNDRAISING: Includes funds received from foundations, corporations, churches, and individuals, as well as those raised from fundraising events.

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM

AGENCY AND PROGRAM REVENUES

Madison Area Urban Ministry D/B/A JustDane

****List all staff positions related to programs requestiong funding in this application, and the amount of time they will spend in each program.**

Title of Staff Position*	2023 Program A FTE**	2023 Program B FTE**	2023 Program C FTE**	2023 Program D FTE**	2023 Program E FTE**	2023 Total FTE	2023 Annualized Salary	2023 Payroll Taxes and Fringe Benefits	2023 Total Amount	2023 Hourly Wage***	2023 Amount Requested from the City of Madison
Executive Director	0.10					0.10	81,200	17,864	99,064	39.00	4,000
Just Bakery Manager	1.00					1.00	50,000	11,000	61,000	24.04	20,130
Just Bakery Kitchen Manager	1.00					1.00	43,000	9,592	52,592	20.67	12,000
Baking & Pastry Arts Instructor	0.63					0.63	27,300	3,275	30,575	21.00	10,100
Lead Classroom Instructor	1.00					1.00	41,600	9,152	50,752	21.00	17,000
Instructor	0.65					0.65	23,400	2,808	26,208	18.00	13,000
Resource Specialist/Case Manager	1.00					1.00	39,520	8,694	48,214	19.00	15,910
Job Development & Placement Specialis	1.00					1.00	39,520	8,694	48,214	19.00	29,591
Peer Support Specialist	0.50					0.50	18,720	2,246	20,966	18.00	7,000
Just Bakery Production Specialist	1.00					1.00	36,400	8,008	44,408	17.50	4,440
Just Bakery Production Specialist	1.00					1.00	36,400	8,008	44,408	17.50	4,440
						0.00			0		
						0.00			0		0
						0.00			0		0
						0.00			0		0
						0.00			0		0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	8.88					8.88	437,060	89,341	526,401	234.71	137,611

*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

**Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE

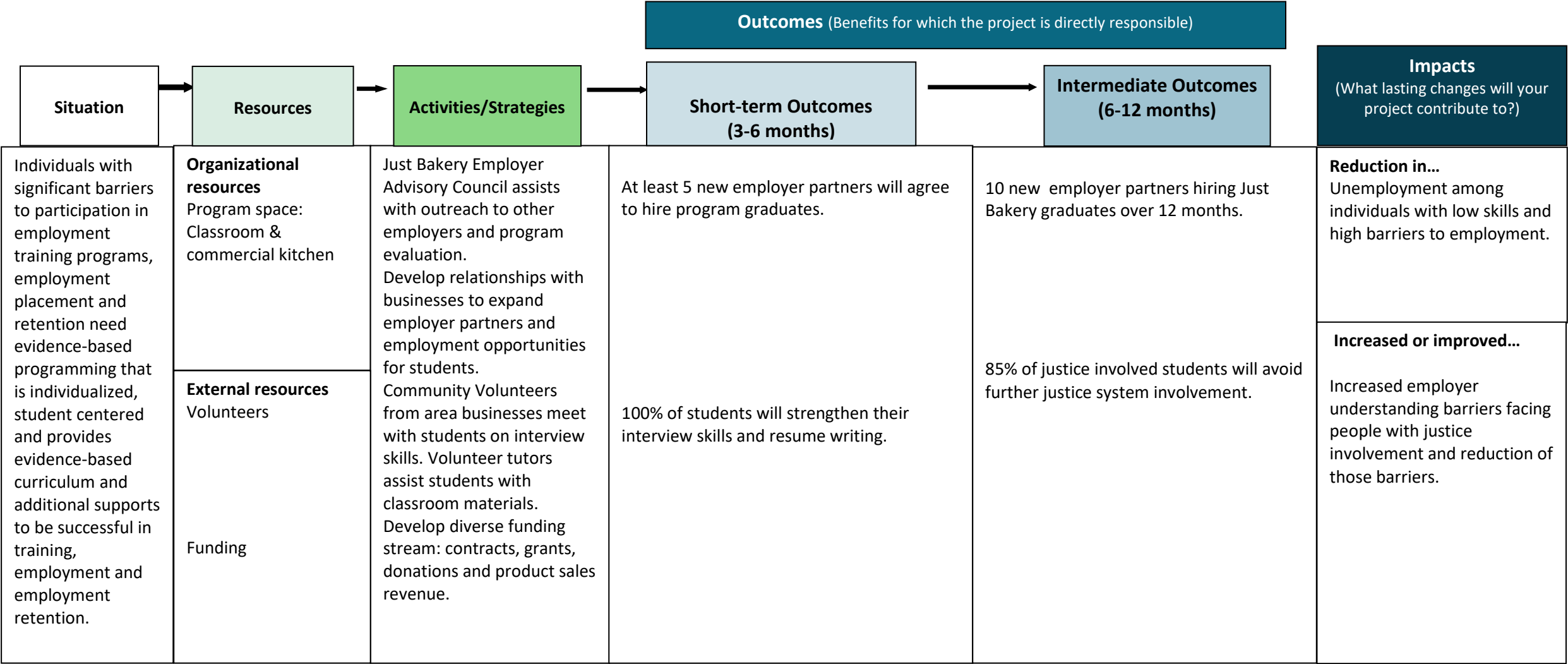
YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM
AGENCY AND PROGRAM REVENUES

Please name each program you are requesting funding for next to each funding request.

**Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

Pgm Letter	Program Name	Program Expenses	2023 City Request
A	Just Bakery	PERSONNEL	137,611
		OTHER OPERATING	15,168
		SPACE	5,150
		SPECIAL COSTS	42,000
		TOTAL	199,929
B		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
C		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			199,929

Appendix B: Logic Model



- Seek help with any barriers or challenges that might come up with the Employer or Agency
- Seek clarification on anything that they don't understand or are unsure of.
- Ask about career advancement opportunities with the employer
- Communicate any issues (child care, transportation etc....) that might come up with your Employer or Agency as soon as possible.



07/12/2022

Employer Signature

Date

Little John's Restaurant Inc.

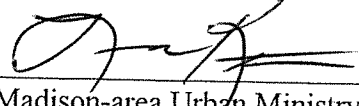
Name of Employer Business

CHANGES & TERMINATION OF AGREEMENT

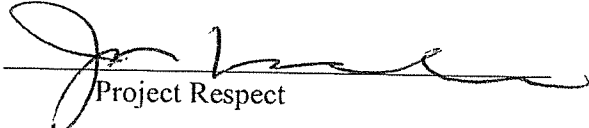
Any changes to the terms of this agreement must be mutually agreed to in writing. Either party has the right to exit the terms of this agreement through a 90-day written notification.

SIGNATURES

By signing below, each person hereby represents that she/he has the authority to sign this MOU and bind the agency they represent to adhere to its terms.



Madison-area Urban Ministry D/B/A JustDane



Project Respect

