

Community Goal II

Shared Prosperity through Building Human Capital and Economic Development:

Adult Employment and Training

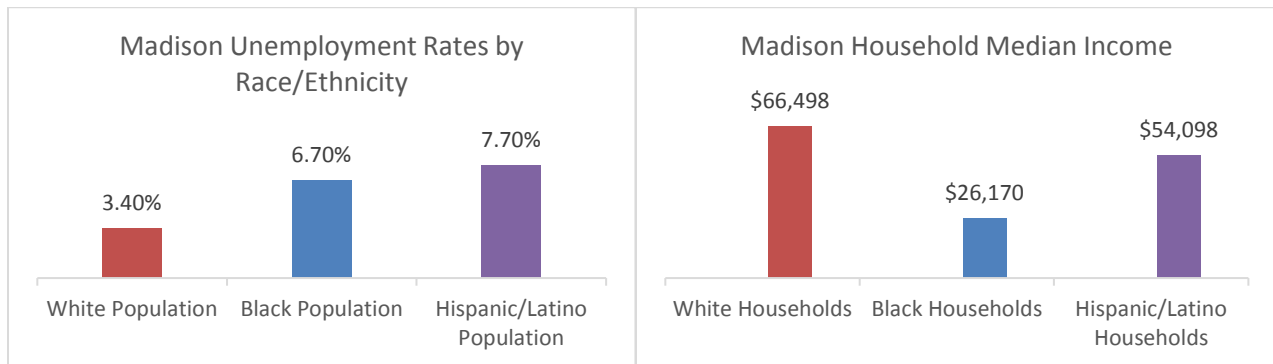


Focus 2. Workforce Development

Proposed Goal: A continuum of services that support high school graduation and GED attainment, career guidance, pre- and post-employment training and services, and work placement are available for youth and adults facing barriers to employment.¹ This section focuses on the Adult Employment and Training funding within this focus area.

The Need

An unemployment rate of 4.1% for the City of Madison does not necessarily signal positive economic conditions for the whole community. The 2017 American Community Survey reflects that while only 3.4% of the White population of Madison is unemployed, 6.7% and 7.7% of the Black and Latino populations respectively are experiencing unemployment. Median household income of Black households, at \$26,170, is just 39% of White household incomes at \$66,498, with Latino median household incomes amounting to 81% of White households at \$54,098.²



Recognizing that barriers to equitable access to economic opportunity exist in Madison, in part because of the influx of a highly educated workforce due to the presence of the University, the Community Development Division (CDD) seeks to ensure the provision of adult employment and training opportunities with special focus on those with multiple barriers.

Guiding Principles

The 2016 Community Development Division Funding Process Study provided the following five Guiding Principles which have influenced RFP process and adult employment investments.³

¹ Community Development Division Funding Process Study, Forward Community Investments, 2016, page 19.

² Unemployment rates taken from ACS 5y. 2017 (2013-2017); Median Household Income taken from ACS 1y. 2017 (2017 inflation adjusted dollars). According to the US Census, some populations are at risk of undercount including Black and Hispanic/Latino above. For more information see: <http://www.censushardtocountmaps2020.us/>.

³ FCI, pages 6-8.

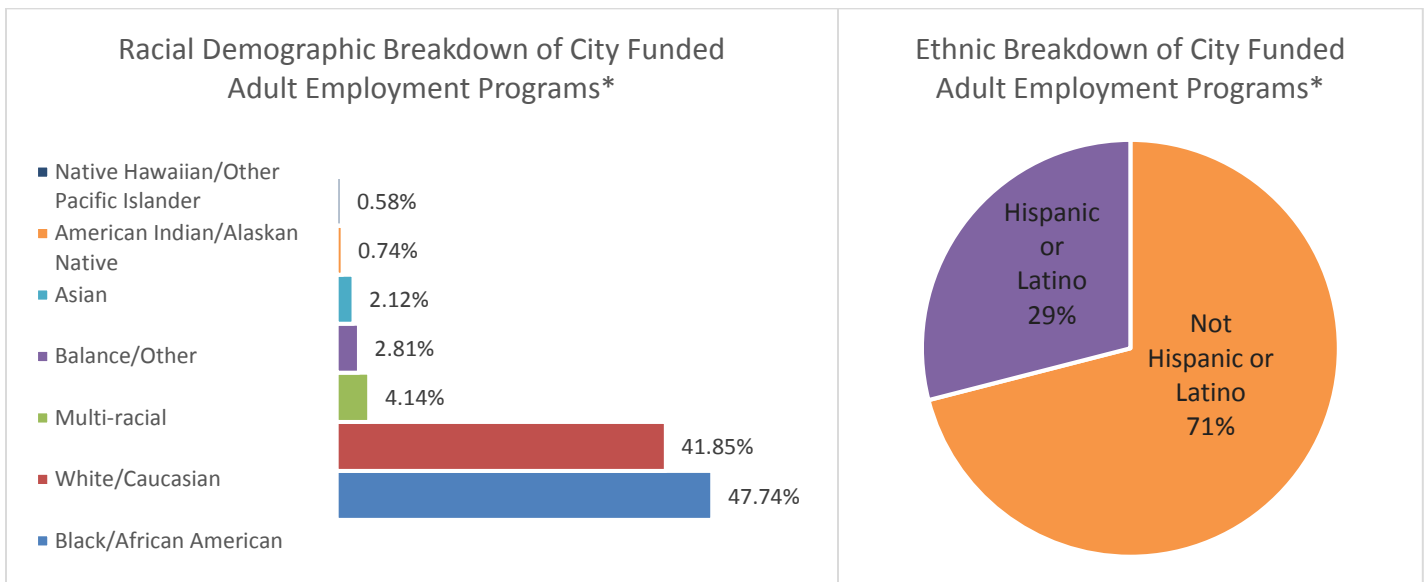
1. Advance Racial Equity

Addressing economic disparities and barriers to employment affecting people of color, immigrants, those who have been involved in the justice system and those in under-resourced neighborhoods were stated as priorities in the RFP and scoring process, resulting in a portfolio of programs aimed to decrease economic disparities. CDD also utilized the RESJI Equity Tool to identify ways to make the application process more accessible, including holding application workshops, one-one meetings, access to technology, technical assistance to potential applicants, and seeking community feedback before, during and after funding recommendations (see Guiding Principle 4 below).

Roughly 55% of those served by CDD adult employment funding in 2018 identified as People of Color, while 22.3% of Madison’s total population is comprised of People of Color. Our targeted services to these populations attempt to address economic disparities described on page 1. The combined program demographics of adult employment and training programs reflect roughly 48% Black or African American identifying participants, 42% White/Caucasian, with remaining races totaling 10% (see chart below for additional detail). 29% of participants identified as Hispanic/Latino.

Programs served almost equal numbers of men and women, reporting 49.5% women, 50.4% men, and .1% unknown or other. 4.6% of program participants were individuals with disabilities and 77% were City of Madison residents.

2018 Adult Employment Program Demographics



**Above demographics may include duplicated individuals if a person participated in more than one program. Racial and ethnic categories are consistent with those used in the American Community Survey.*

2. Integrated People and Place-based Strategies

In addition to funding programs designed specifically to give neighborhood access to employment resources, the City also made a commitment to the west side of Madison by both building the Park Edge Park Ridge Employment (PEPR) Center and funding its program operations. A commute to the Dane County Job Center on public transit from the Park Edge neighborhood currently takes close to 1 ½ hours. The goal of this investment is to increase neighborhood vitality by creating a focal point that provides more accessible services.

The 2017 RFP also prioritized people-based programs which do more than simply provide training but also work to address barriers which impact a person’s ability to find successful employment, such as housing, trauma, child care, language barriers, or justice system involvement. CDD also aimed to ensure the provision of a variety of program types to address varying skill levels and interests, ranging from addressing basic skills, such as computer skills, Adult Basic Education and GED support, to providing industry targeted training such as computer coding and skilled trade apprenticeship readiness programs.

The 2017 RFP laid out the following service continuum to address the multiple skill levels and types of barriers of those seeking to improve their employment in Madison.

2017 RFP Funding Continuum

Adult Service Population	Targeted Strategies
Low-skill with multiple barriers	Supportive services, employment readiness support, entry level job placement/work experience
Some skills and work readiness, basic household stability	Supportive services, employment readiness support, industry specific training, living wage job placement/work experience
Reliable work history, household stability, ready to increase earning potential	Supportive services, employment readiness support, industry credential training, skilled employment/work experience

3. Integration, Collaboration and Coordination

The RFP encouraged collaboration and coordination among providers, specifically the Construction Employment Initiative allocation which funds three agencies to coordinate trades training, career exploration, apprenticeship readiness, and work crew experience programs.

Internally, the Community Resource Unit has worked to more closely align the City of Madison Childcare Tuition Assistance program with the needs of employment training participants as well as work toward greater collaboration with other city agencies. Externally, CDD began working toward alignment with other funders to simplify reporting for mutually funded agencies and is moving toward alignment with other community employment initiatives such as the United Way HIRE Initiative and the Northside Early Childhood Zone, and as member of the Employment and Training Network and Construction Workforce Diversity Alliance (see page 9).

4. Meaningful Community Engagement

CDD staff engaged potential applicants in individual meetings, two feedback sessions on the RFP Policy Paper before the RFP was published, and also conducted two RFP workshops for applicants. 3 focus groups were also held with existing users of services. The PEPR Operator contract included a year of extensive community engagement to inform service design at the new center. CDD will work to align with new City-wide community engagement strategies as they are developed to maximize understanding of needs and barriers facing communities.

5. Mutual Accountability through Transparency and Metrics

A major shift in the 2017 funding process was the introduction of standardized outcomes at each stage of the continuum with focus on job retention, wage increase, and consistent tracking of this data over time. Months were spent developing these metrics in conversation with providers, field experts, and other funders with an effort to obtain the best metrics to measure impact and to align with reporting required from other local funders when possible. Program outcomes are listed on pages 7-8.

Annual Total Program Investment in 2018: \$1,018,080

A total of \$1,018,080 in CDD adult employment allocations funded 11 different agencies to administer 16 different programs. All contracts were awarded January 2018.

PEPR Operator Contract - \$239,000

Urban League of Greater Madison was awarded the PEPR Operator contract (see 2. Integrated People and Place-based Strategies above) in 2016 and has been operating in a temporary location during the construction of the center. Contract expectations and outcomes are consistent with the Adult Employment RFP and are recorded in outcomes below.

Mayoral allocation to BIG STEP - \$50,000

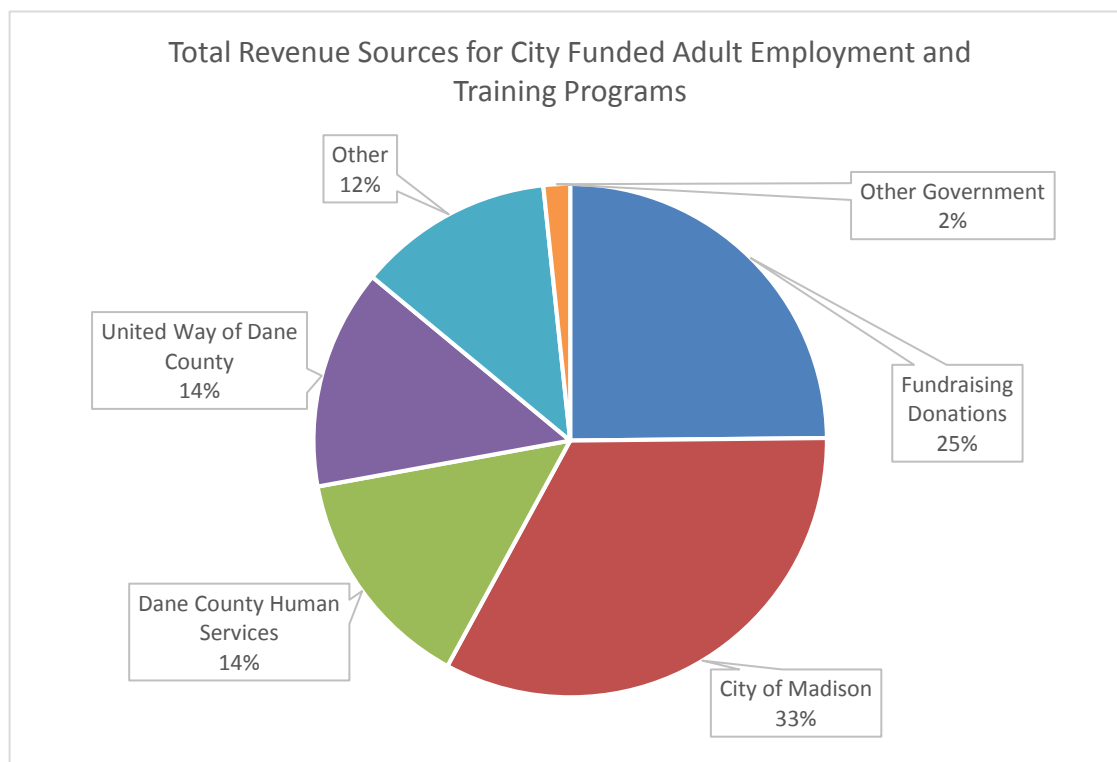
The 2018 Mayor's budget allocated \$50,000 to Wisconsin Regional Training Partnership's program, BIG STEP which provides career preparation and placement services in the building trades. Due to this allocation, they were removed from the 2017 competitive RFP process. Their contract expectations and outcomes remain consistent with the RFP framework and are included in recorded outcomes below.

Building Human Capital: Adult Employment and Training RFP - \$729,080

In 2017, an Adult Employment RFP was issued for the first time since 2013, creating open competition for funds to support programs consistent with the continuum of services described above. Contracts awarded in 2018 are expected to be renewed annually for 3 – 5 years, with another Adult Employment RFP expected 2021-2023.

The City's Contribution to Total Program Budgets

It is important to note, especially when assessing impact, that the City of Madison does not comprise 100% of the budget of any of the programs it funds, but City tax levy funding is one piece of the funding pie which also includes significant agency fundraising and investment from other local funders such as Dane County and the United Way. The chart below shows the breakdown of funding sources for the programs in the City's adult employment portfolio.



This chart does not show the additional investments that other funders are making in non-City funded programs, such as the many services at the Dane County Job Center funded by the Workforce Development Board and the County's Department of Human Services.

City-funded Adult Employment Programs

Adult employment programs funded through the 2017 Building Human Capital RFP, the Mayor’s budget, and the PEPR Operator RFP are grouped below by general program type. These categories and the corresponding groupings of outputs and outcomes (p.7-8) do not have exclusive boundaries. For example, a skill based training may also offer neighborhood access to drop-in support and a computer lab.

Type	Agency Name	Program Description and Target Strategies	Funding & Source
GED SERVICES	Latino Academy of Workforce Development (Program of Vera Court Neighborhood Center)	Education Advancement - Adult Basic Ed classes - Pre-Ged classes - GED classes	\$29,000 Adult Emp. RFP
	Literacy Network	College Success - Pre-GED 1 to 1 tutoring - GED prep 1 to 1 tutoring	\$16,000 Adult Emp. RFP
	Omega School	GED Program - GED prep 1 to 1 instruction	\$60,000 Adult Emp. RFP
ADULT BASIC ED, ENGLISH & WORK READINESS	Latino Academy of Workforce Development	Workforce Essentials - English Language classes - Adult Basic Education classes - CPR, Forklift Certificate classes - Computer skills and financial literacy classes - 1 to 1 resume and job search support	\$65,000 Adult Emp. RFP
	Literacy Network	SCALE: Skills in Computers and Literacy for Employment - Adult Basic Education 1 to 1 tutoring - Computer skills 1 to 1 tutoring	\$12,080 Adult Emp. RFP
SUPPORTED WORK PLACEMENTS & NEIGHBORHOOD ACCESS TO WORK READINESS	Kennedy Heights Neighborhood Center	Adult Resource Development - Drop-in resume and job search support - Resource information and referral services - Access to computers, phone, internet - Hosted employment skills training at center	\$12,000 Adult Emp. RFP
	Goodman Community Center	Supporting Successful Employment - Subsidized and supported employment at center - Professional dev. and training for supported employees - Resume and job search support for supported employees	\$20,000 Adult Emp. RFP
	Lussier Community Education Center	BEATS: Building Employment and Technology Skills - Subsidized and supported employment at center - Drop-in resume and job search support - Resource, information and referral services - Access to computers, phone, internet - Hosted employment skills training at center	\$18,000 Adult Emp. RFP
	Common Wealth Development	STEP: Southwest Transitional Employment Partnership - Transitional employment: agency subsidizes wages for work experience at external employer - 1 to 1 work readiness coaching - Resume and job placement support - Ongoing barrier remediation and retention support	\$65,000 Adult Emp. RFP

City-funded Adult Employment Programs Continued

SKILL BASED AND INDUSTRY TRAINING	Urban League of Greater Madison	PEPR: Park Edge – Park Ridge Employment Center - Drop-in resume and job search support - Resource, information and referral services - Access to computers, phone, internet - Hosted employment skills training at center - Urban League work readiness and skills-based trainings - Job placement and ongoing retention and barrier support	\$239,000 PEPR Operator Allocation
	Madison Area Urban Ministry	Just Bakery - Work readiness training - Commercial Baking Certificate/s training - Madison College credit opportunities - Peer support available - Trauma-informed cohort available - Job placement and ongoing barrier and retention support	\$85,000 Adult Emp. RFP
	Neighborhood Center Partnership (GCC, KHNC, LCEC)	PACT: Partners for Afterschool Childcare Training - Work readiness and Intro to Afterschool Care training - Resume and job placement support	Included in Center Allocations
	Urban League of Greater Madison	ADVANCE - Work readiness trainings - Skill based academies: Insurance, Medical Transcription, Exact Sciences, etc. - Resume and job placement support - Ongoing retention and barrier support	\$129,667 Adult Emp. RFP
	Latino Academy of Workforce Development	Industry Specific Training - ServSafe, & CDL certificate trainings & CDL County internship - One industry recognized training in development - Resume and job placement support - Ongoing barrier and retention support	\$19,000 Adult Emp. RFP
	YWCA of Madison	YWeb Career Academy - Work readiness & computer coding training - Opportunity to earn Madison College credit - Resume and job/internship placement support - Ongoing barrier and retention support	\$50,000 Adult Emp. RFP
CONSTRUCTION EMPLOYMENT INITIATIVE	Urban League of Greater Madison in partnership with: - Latino Academy - Operation Fresh Start - YWCA	Construction Employment Initiative - Foundations for the Trades Academy (ULGM) - Skilled Trades Apprenticeship Readiness Training (ULGM) - Bilingual Construction Program (LAWD) - Grad Crew Work Experience (OFS) - Diversity training to Contractors (YWCA) - Resume and job placement support - Ongoing barrier and retention support	\$173,000 Adult Emp. RFP
	Wisconsin Regional Training Partnership	BIG STEP - 1 on 1 career guidance and work readiness support - Career exposure events - Referral to 1 on 1 apprenticeship exam tutoring - Resume and job placement support - Ongoing barrier and retention support	\$50,000 Mayoral Budget Allocation

Adult Employment Aggregate Outputs and Outcomes

Outcomes reflect aggregate data from all funded adult employment programs across all program categories. Individuals who participated in more than one program may be duplicated across indicators.

GED AND PRE-GED SERVICES

6525	Hours of Pre-GED/GED class and tutoring provided	43	People advanced from Adult Basic Education to Pre-GED or Pre-GED to GED
269	People enrolled in Pre-GED/GED services	111	People passed 2 or more tests toward obtaining their GED in 2018
		59	People obtained their GED or GED equivalent in 2018

ADULT BASIC EDUCATION, ENGLISH LANGUAGE LEARNING & WORK READINESS

3948	Hours of work-readiness, Adult Basic Ed and ELL training provided	61	People gained at least 1 Adult Basic Ed Competency
203	Enrolled in Adult Basic Ed and ELL	56	People advanced 1 or more English TABE Level
173	People enrolled in work-readiness training	164	People completed work-readiness training

SUPPORTED WORK PLACEMENTS & NEIGHBORHOOD ACCESS TO WORK READINESS

SKILL-BASED & INDUSTRY TRAININGS

5536+	Hours of supportive work placements Provided	<i>Outcomes in this section include Construction Employment Initiative and BIG STEP below</i>	
92	People participated in a supported work placement	6377	Hours of industry specific skill-based training
		51	Training cohorts provided
2943+	Hours of drop-in employment support and one-on-one support were provided	387	People enrolled in industry specific skill-based training
171+	People participated in drop-in support	298	People completed industry/skill training

CONSTRUCTION EMPLOYMENT INITIATIVE AND BIG STEP

112	Total people placed in construction jobs	20	People placed in pre-apprenticeship jobs
103	Women and People of Color	16	Total Women and People of Color
	38 Women		2 Woman
	96 People of Color		15 People of Color
46	People placed in non-apprentice construction	46	People placed in apprenticeship construction jobs
45	Total Women and People of Color	42	Women and People of Color
	11 Women		9 Women
	43 People of Color		38 People of Color
		126	People passed apprenticeship exams
		46	People served with incarceration history

Aggregate Program Outcomes Continued

Several types of educational and employment indicators were added in 2017 to paint a fuller picture of successful outcomes which are not always captured by only recording new job placements and their hourly rate. The numbers below reflect a threshold of outcomes which have been met and are likely exceeded. Not all data was captured fully. Agencies are still developing the systems necessary to track this data over time.

EMPLOYMENT AND EDUCATION OUTCOMES OF ALL PROGRAMS TYPES

Job Attainment

545 People obtained a new job

281 Of above 545 obtained a job in a field they trained for

(289 completed industry or skill-based trainings)

Educational Outcomes

258 People earned a credential or certification

126 Enrolled in continued education or skills training

58 People earned credit toward Madison College

Job Retention Outcomes

190 People were assisted in maintaining their current employment (were not placed in a new job)

244+ People maintained employment for at least 6 months at the same job

117+ People maintained employment for 1 year at the same job

Employment Improvement Outcomes

291 People moved into full-time employment from part-time employment

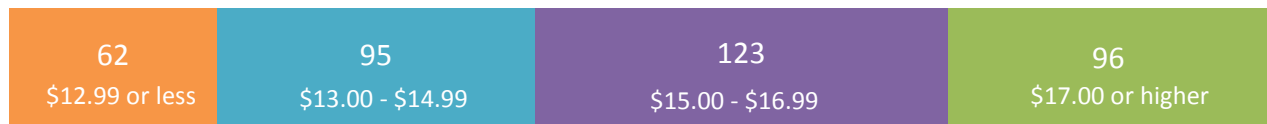
234 People obtained jobs with benefits who did not previously have benefits

52 People received a raise or promotion during or after training

Wage Attainment Outcomes

Wage information not available for all job placements – Data below reflects approximately 70% of total job placements

Number of Participants by Hourly Wage Attainment



Other Accomplishments

CDD has participated in several strategic partnerships and initiatives throughout the city. Most notable is CDD's representation on the Employment and Training Network (ETN) steering committee, a collaborative group made up of governmental bodies, funding intermediaries, and workforce providers. In 2018 ETN:

- Held quarterly networking and resource-sharing meetings for front-line workforce development staff
- Began to formalize ETN steering committee structure for the first time and set strategic goals

- Advanced to the national semi-finals in the UW Dream Up - Schmidt Futures competition with the “EARNdane” proposal to create a digital platform for shared data and web-enabled workforce services
- Began cross-sector collaborative processes with the Department of Corrections and Homeless Services Continuum

CDD also worked with the Economic Development Division to formulate the workforce training partnership provisions of the Exact Sciences TIF agreement and to connect new businesses to funded training partners. Other collaborations include the Northside Early Childhood Zone Employment Action Team, the United Way Building Economic Security Community Solutions Team and the Construction Workforce Diversity Alliance.

Future Vision

CDD’s goal is to create shared prosperity through the building of human capital. In 2019 and beyond, CDD seeks to build on the foundation laid by recent investments and collaboration to maximize impact and create transformative change. Current goals include:

