

**CDBG Economic Development
RFP Response**

April 19, 2010

Cover Page

Agency / Business Name:	T.J.'s Support Brokerage, Inc. (T.J.'s)
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501c3 Agency	
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Program Names:	Madison Apprenticeship Program (MAP) & Taylor's One Price Cleaners (TOP)

RFP Response

A. Program Design

Program Overview

T.J.'s Support Brokerage Firm, Inc (TJ's) is expanding its life skills training program known as Madison Apprenticeship Program (MAP) by launching a dry cleaning business that will double as a job skills training center for the program's low-income students. TJ's has been serving the community since May 1999, with its subsidiary, MAP, successfully working to break the cycle of poverty in the community since 2005. The integration of hands-on job skills training into MAP's classes will move MAP beyond a program that merely teaches conceptual skills, to one providing hands-on learning that will benefit students and community businesses for years to come.

TJ's new business venture, known as Taylor's One Price Cleaners (TOP), has been designed with energy efficiency and environmental friendliness at its core. TOP will provide the highest quality, "Elite" dry cleaning services for Madison residents using the latest dry cleaning technologies and a very successful "One Price" business model to attract customers. The expansion will create a number of new jobs, including three new full time positions. The new dry cleaner/training facility will be housed in existing retail space which will be renovated, located at 4522 Verona Road, on Madison's West side, near the intersection of Verona Road and Midvale Blvd.

This project will impact at least 15-20 local businesses directly, including MG&E, banking, various construction workers, attorneys, accountants, suppliers, office suppliers, dry cleaning suppliers, computer companies, signage companies, printing, etc. TJ's Support Brokerage, Inc., its subsidiary, MAP, and TOP Cleaners. The project will also benefit an undeterminable number of Madison area businesses indirectly as they hire MAP graduates who have obtained important, transferrable job skills through the program. The new positions created will benefit low and moderate income individuals. Finally, the project is expected to serve as a model to other impoverished communities nationwide, and is likely to benefit countless individuals and businesses throughout the country.

Marketing

Our primary marketing campaign will focus on TOP's One Price niche. We will also tap into MAP's success, emphasizing how our unique training center and TOP are providing hands-on training and real-time work experience, and the positive impacts the expanded program brings to the community. Our customers will know that a portion of every dollar spent on our dry cleaning services supports MAP and helps more struggling people within the area become self-sufficient. Our goal will be to become a feature story within local newspaper and magazine articles, drawing attention to the philosophy behind the MAP program and the positive impact it is having on our community. Such feature

stories will also make the community aware of our existence, dedication to quality, and our appealing pricing model.

Secondary marketing will include a website which covers TJ's. MAP and TOP, and provides related news, highlights, and current events. We will spotlight our student's success stories as they move on after graduating from our program. The website will also contain a running total of the number of garments cleaned by TOP during the year.

Finally, we are poised to utilize newspaper, magazine, and radio advertisements, if necessary, should we find that our high-traffic location, word of mouth advertising, and publicity articles are not driving sufficient business. We also anticipate establishing a relationship with the University of Wisconsin and other businesses that utilize dry cleaning services and can benefit from our pricing model.

We plan to identify eligible businesses with which to work through advertisements in local newspapers, magazines, radio and TV, as well as through referrals, and competitive bids.

New Positions Created

The program's expansion will lead to the creation of a number of new jobs. New full time positions for TOP will include two Full Time Instructors and one Full Time Program Assistant. Each of these positions will play an essential role in providing MAP students with on-the-job training. Each position is expected to be filled within 90-120 days of receipt of funding. Although TJ's is a non-profit entity, a portion of the profits generated by TOP will be reinvested into MAP to strengthen the program. Profits will also go toward funding the salaries of MAP staff.

Funds are assured to go toward job creation, as each of these new jobs is essential to launching and operating TOP cleaners. Each new job will be counted as "filled" at the time a prospective permanent employee commits to working a minimum of 2080 hours per year, and signs a Hire Agreement with us. We project hiring the individuals described in this project within 90-120 days of the time funds are awarded. We are poised to proceed with the City contract and begin utilizing the Federal funds upon approval of the contract by the common council.

The primary individuals leading this project are very familiar with business and job creation costs and 'green business' operations. Ms. Diana Shinall has operated TJ's for nearly ten years, and MAP for five years. During that time, Ms. Shinall has led numerous projects, including launching and operating MAP, running VITA tax preparation site and services, and has seen firsthand the costs of business and job creation.

Having launched and managed dry cleaners during his 38 years in the industry, Mr. Vernon Taylor has had direct responsibility for job creation relating to dry cleaning. Mr.

Taylor has also seen dry cleaning technology change over the years, and has researched the equipment and supplies necessary to operate an environmentally friendly dry cleaning business. Furthermore, during the planning phase of designing the business, Ms. Shinall and Mr. Taylor have made a commitment to using recycled products and eco-friendly material at every opportunity during the construction process.

As a result of her involvement with MAP, Ms. Shinall is very familiar with job needs in the community. Her collaborative efforts with Madison Gas & Electric, local banks, United Way, etc. have provided insight to the skills most desired by area employers. Dry cleaning skills represent only a small portion of the skills students will learn through the new program. Other important skills which are in higher local demand will include Customer Service, Cashiering, Maintenance / Janitorial skills, as well as familiarity with fine garment presentation, benefitting students looking for work in the retail clothing industry. Students showing particular motivation may also be exposed to managerial skills, including scheduling, supplies management, etc.

In pursuit of funding this project, Ms. Shinall has also become quite familiar with current lending practices. Loans are not easy to obtain in these difficult economic times. Fortunately, the dynamic nature of this project, which addresses numerous significant goals of various organizations has helped place the funding of this important project within reach.

Measuring Effectiveness

MAP's influence has always been measured by the successes our graduates have gone on to achieve after graduation. We routinely monitor various facets of our program which we will gladly provide to the City of Madison for the next five years. For example, as of December 2009:

- ◆ MAP' graduation rate was 75%
- ◆ 10% of graduates continued to give back to their community
- ◆ 25% of unemployed participants gained employment upon completing the program
- ◆ 28% of graduates have gone on to become certified in skilled trades
- ◆ The recidivism rate of previously incarcerated MAP graduates is 33% (a significant improvement compared to 50% recidivism rate of non-MAP graduates)

TOP will be organized as a Subchapter "S" Corporation. TOP projects revenue in excess of \$900,000 in its first year. We will consider the new business venture a success if we are able to turn a profit within the first two years of operation.

We will further measure TOP Cleaner's effectiveness by the extraordinary value and exceptional service we will provide our customers. Our service is available 12 hours a day, 6 days a week, with occasional holidays. We will offer same day services similar to

our competitors. TOP will offer customers high quality “Elite” dry cleaning service, with garments processed correctly, on-time, every time. We will measure this through customer service surveys offered with every order, collated monthly, quarterly and annually.

We will consider our commitment to operating a ‘green business’ effective if we achieve at least 50% of the following goals:

- ◆ Install dry cleaning equipment that meets standards for energy efficiency
- ◆ Utilize a mix of dry cleaning chemicals which are rated 100% eco-friendly
- ◆ Utilize fixtures made from a minimum of 75% recycled materials in construction for the following items:
 - Countertops
 - Flooring
 - Lighting

Finally, we will consider our employment goals effective if we are able to hire each of the three identified FTE’s within 90-120 days from the funding of this project.

We are committed to documenting each of these measurements and providing them to the City of Madison. We have provided similar monitoring and reporting information on previous projects, including quarterly and annual reporting that covered the outcomes of our other funded projects.

Project Timing

The creation of TOP cleaners is an expansion of TJ’s current MAP program. Efforts have been underway for several months to plan, design, fund, and launch this portion of the program. A detailed timeline is attached to our RFP Response as Attachment A. An overview of the timing is projected as follows:

Project Timeline Overview			
Activity	Duration	Start	Complete
Creation of Jobs	30 Days	4/1/2010	6/30/2010
Hiring of Staff	30 Days	7/1/2010	7/31/2010
Training of Staff	Ongoing	8/1/2010	Ongoing
Marketing of Program	Ongoing	6/1/2010	Ongoing
Award of Loans / Grants	Staggered	7/1/2010	Ongoing
Initial Expansion of the Business		7/1/2010	1/4/2011

Collaborative Efforts

Collaborative efforts to achieve the desired outcomes will include grants from Workforce Development Board, and Madison Community Foundation, Dane County Developmentally Disabled Unit, as well as loans from Johnson Bank, Forward Community Investments, Madison Development Corporation, Madison Gas & Electric, the property owner, as well as McGann Construction, and Dane County W2 Program, MATC, as well as former MAP graduates.

B. Qualifications of Agency and Staff

Similar Experience

Ms. Shinall has successfully established and has operated TJ's Support Brokerage (TJ's) for the past ten years. The business originated out of her passion to help the community's developmentally disabled and disadvantaged population.

TJ's provides advocacy for developmentally disabled individuals within the community, providing case management services, and ensuring their needs are met and their rights are protected. Since its founding, TJ's has been operating as a 501c3 organization through Support Brokers to provide mentoring and monitoring services to assure the quality-of-life of its clientele.

Ms. Shinall's initial vision to expand TJ's role within the community was realized in 2005 with the successful formation of an educational/vocational subsidiary of the business known as the Madison Apprenticeship Program (MAP). This program is helping to eradicate the cycle of poverty within the community by offering life skills courses to motivated individuals. Since its inception, MAP has empowered students to stretch beyond the artificial limits they had previously set for themselves. MAP promotes the concept of self-worth, which naturally challenges students to live in a more positive environment. MAP has changed many lives, taking drug dealers off of local streets and leading some of its graduates into higher educational programs and employment.

Both TJ's and MAP have been funded since their inception through grants managed by Ms. Shinall. Specifically, grants from City of Madison, United Way, CDBG Collaboration with Urban League of Greater Madison, Anonymous donors through the Madison Community Foundation. Key outcomes attained have included reduction in recidivism rate for participants, increased employment and maintenance of employment, enhanced individual financial stability, and increased education.

Ms. Shinall has been involved in federally funded VITA site operation over the past four years, as well as running a City sponsored VITA site operation. Additionally, MAP was started in 2005 under the Workforce Development Board, which was funded federally and subject to federal reporting requirements. She has proven experience providing similar services, including complying with federal and state requirements related to

receiving public funds.

Ms. Shinall will continue as Executive Director of TJ's as well as both its subsidiaries, MAP and TOP. She will provide strategic oversight and management of the business, and monitor its profitability and expansion. She will also continue to oversee the MAP training program and operate TJ's Support Brokerage.

Mr. Vernon Taylor will be hired as the Operations Manager for TOP Cleaners. His involvement is vital to launching and operating a thriving dry cleaning business. With a lifetime of dry cleaning industry experience, Mr. Taylor has launched and managed two successful dry cleaning businesses within the last 13 years. His background and experience serve as a solid base for this endeavor. His contributions have been essential in planning and design TOP Cleaners. He will be hired as soon as project funds are received.

C. Outcomes

FTE Positions Created

The program's expansion will lead to the creation of several new jobs in Madison through TJ's, MAP and TOP. This RFP response focuses on three new full time positions created within MAP, including two Full Time Instructors and one Full Time Program Assistant.

The primary responsibility of the Instructors will be to teach life skills and job readiness skills to MAP students. The Instructors will work from a syllabus created by Ms. Shinall and augmented to support Dry Cleaning training by Mr. Taylor. Assisting the Instructors and Students will be a Program Assistant. The Program Assistant will act as a mentor, and an interface between Students and the Instructors, helping to resolve any issues as they arise, and working to keep Students on track, and moving toward their goals.

Funds awarded through this project are assured to go toward job creation, as each of these new jobs is essential to launching and operating TOP cleaners. Once the dry cleaning business has been successfully launched, revenue from TOP Cleaners will pay the salaries to sustain these new positions. Each of these positions is expected to be filled by early August, 2010. As Full Time Employees, each of these individuals will be required to sign a Hire Agreement with TOP, committing to work a minimum of 2080 hours per year. These new positions will be created in accordance with HUD-CDBG regulation definitions. These new jobs will be vital to the success of TOP's energy-efficient, eco-friendly design and operation.

We have completed substantial planning for this project, and are poised to launch the business as soon as funding is obtained. We certify that all other necessary funding is under procurement, and is anticipated to be received within 60-90 days. We intend to

proceed with the City contract and begin utilizing the Federal funds upon approval of the contract by the common council. We plan to proceed to contract for these funds no later than June 1, 2010, and will expend them on eligible activities by June 30, 2011.

“Green” Business

The funds procured under this RFP will be used to create jobs within TOP Cleaners. TOP is fully committed to operating an energy-efficient, environmentally-friendly, ‘green’ business. (For the sake of clarification: TOP is the green business. TJ’s will own the facility and will lease the space to TOP.)

TOP will operate as a ‘green’ dry cleaning business. The washers we intend to install utilize less energy than normal commercial washers. Their cycle times are shorter, and they are able to process a higher volume of clothing than other cleaners. As a result, our machines will consume less energy, essentially cleaning more for less. Specific energy efficient machinery includes a washer, a dryer, a boiler, a compressor, and a dry cleaning machine.

Data Collection Ability

We will periodically obtain client level data through the surveys we provide our customers with each order. We will compile the data to reflect information about our clientele, and may ask such things as city-of-residence, income range, race, age range, etc. Ms. Shinall has collected similar data in previous projects, in 2005 on Allied Drive in conjunction with a Job Fair to determine the level of training needs within the community.

D. Reporting / Reimbursement

Data Collection According to HUD Requirements

Ms. Shinall will be responsible to collect and report data as required by the Dept. of Housing and Urban Development. We acknowledge that reimbursement for services will be tied to and based upon our provision of the required reporting data and information.

E. Budget

Budgeted Activities

Primary activities will be related to staff assigned to this project, and include staff salaries and benefits, training, training material, office supplies, computers, office managers, and business management.

Other Project Funding Sources

Funds that are not part of this RFP, yet which will be used to provide this service include grants from City of Madison, United Way, CDBG Collaboration with Urban League of Greater Madison, Dane County Developmentally Disabled Unit, Anonymous donors through the Madison Community Foundation as well as loans from Johnson Bank, Forward Community Investments, Madison Development Corporation, and Madison Gas & Electric.

Budget for Proposed Activities

Budget Narrative			
	Applicant / Proposal	Requested Funds	Narrative
A	Staff Salaries	\$ 69,207	100% of the portion of the salaries key individuals will be involved in the operation of the program
B	Staff Fringe Benefits	\$ 7,020	20% of salaries of Exec. Director and Operations Manager
C	Staff Travel	\$ 750	100% Estimated Travel Costs. This covers travel between work sites for monitoring and management purposes
D	Equipment	\$ 4,850	1 Copier x \$1,000; 2 Desktop PC's x \$800 each; 1 Laptop PC x \$1200; 1 Projector x \$1050
E	Supplies	\$ 7,500	Books, paper, pencils, pens, reading material. \$150 x 50 Students
F	Contractual	\$ 5,000	XYTE Profile \$80 x 25 Students; EYTE Counseling \$1,500; Steps To Success \$1,500
G	Other	\$ 8,064	Lunches and snacks provided during classroom training for students and children. 18 Days per Session x 2 Sessions x 28 people per Session x \$8 per person.
H	Office Supplies/Orientation	\$ 208	1000 Flyers x \$.20 each; 100 Applications x \$.08 each
I	Total Direct (sum of A-H)	\$102,599	
J	Indirect Cost	\$ 3,475	Increased Insurance as Required \$3000; Security/Alarm Monitoring \$45 x 5 months; Maintenance \$50 x 5 months
	Grand Total (sum of I & J)	\$106,074	

F. References

Organization	Contact	Address	Phone Number	Summary of Work & Similarities to This Project
Dane County	Monica Bear	1202 Northport Drive, Madison, WI	608-242-6200	Dane County contract providing supervision over individuals serving as Support Brokers
United Way	Angela Jones	2059 Atwood Avenue, Madison, WI	608-246-4350	Contract Manager for the United Way funds received toward MAP Training
Urban League of Greater Madison	Sterling Link	2222 South Park Street, Madison, WI	608-729-1200	Lead on Collaboration with MAP Training Partnership under CBDG Contract
Workforce Development Board	Pat Schram	3513 Anderson Street, Madison, WI 53704	608-249-9001	Executive Director over the Workforce Development Board Contract received for MAP Training
Haiges Machinery	John Kubzak	11314 East Main Street, Huntley, IL 60142	414-788-3108	Dry Cleaning Equipment Vendor

Attachment A
Detailed Project Timeline

#	Major Actors	Activities	Major Recipients (Whom / #)	Days and Hours	Duration	Projected Start & Projected Completion	Service Location	How Often
1	D. Shinall V. Taylor Acct	Secure funding in order to launch the business	Unlimited# of MAP Students & Residents	N/A	6 months	Jan. 1, 2010 Jun. 1, 2010	1329 Glacier Hill, Madison	One-Time
2	D. Shinall V. Taylor	Hire and train staff	Approp. Applicants	N/A	Approx. 90-120 days	April 21, 2010 Aug. 1, 2010	4522 Verona Rd.	One-Time
3	D. Shinall V. Taylor McGann Haiges	Construction / retrofit	TOP & McGann and Haiges	N/A	30 Days	Jul. 1, 2010 Jul. 30, 2010	4522 Verona Rd.	One-Time
4	D. Shinall V. Taylor Haiges	Equipment Purchased/ Delivered Tested	TOP Haiges	N/A	3 weeks	Jul. 1, 2010 Jul. 22, 2010	4522 Verona Rd.	One-Time
5	D. Shinall V. Taylor Staff	Initial training; Soft Opening; Hard Opening	Staff & MAP Students; Madison Residents	M-F 10a-7p, 8a-7p	6 months	Jul. 20, 2010 Dec. 31, 2010	4522 Verona Rd.	One-Time
6	D. Shinall V. Taylor Ofc. Mgr. Asst. Dir.	Press releases / Advertising	TOP & MAP	N/A	Ongoing	Aug. 1, 2010 Ongoing	4522 Verona Rd.	Each Quarter
7	D. Shinall V. Taylor & staff	Train first 20 Students	20 MAP Students	M T Th 10a-2p / 5p-9p	6 months	Sep. 1, 2010 Mar. 1, 2011	4522 Verona Rd.	3 Times Annually
8	D. Shinall V. Taylor Staff	Grand opening	MAP Students & Madison Residents	M-Sa 8a-7p	1 week	Jan. 1, 2011 Jan. 8, 2011	4522 Verona Rd.	One-Time
9	D. Shinall V. Taylor Staff	Fine-tune a concrete model of MAP that can be replicated nationwide within other communities	Low Income Workers & populations Nationwide	N/A	24 months & ongoing	Jan. 2010 Jan. 2012	4522 Verona Rd.	One-Time & Ongoing
10	D. Shinall V. Taylor Staff	Additional storefronts open	TOP & MAP & Madison Residents	M-Sa 8a-7p	1 store per yr., 90 days each	Jan. 2012 Apr. 2014	Madison East Side; Fitchburg; Middleton	One-Time