

eliminating racism  
empowering women  
**ywca**

**madison**

**1**  
**EMPOWERING**  
**WOMEN** 1909  
2009

Empowerment Center  
3101 Latham Drive | Madison, Wisconsin 53713  
(608) 255-3098 | Fax (608) 255-3378  
[www.ywcamadison.org](http://www.ywcamadison.org)

July 2, 2009

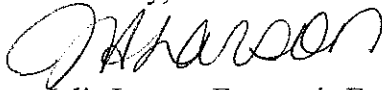
City of Madison CDBG Office  
Room 280 Madison Municipal Building  
215 Martin Luther King, Jr. Blvd  
Madison, WI 53703

Dear Ms. Wallinger,

Enclosed is our application for funding through City of Madison CDBG Office in response to the Employment Services to Prevent Homelessness Request for Proposals. The mission of the YWCA; eliminating racism and empowering women is the backbone of all that we do within our programs. The Success Program has proven to be effective in preparing individuals for family-supporting employment, which is fundamental to preventing homelessness. I believe you will find this program, coupled with our partnership with the Homeless Prevention and Rapid Rehousing Collaborative, to be most advantageous.

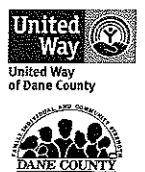
If you have any questions about this please contact me at (608) 287-1063.

Sincerely,



Julie Larson, Economic Empowerment Director  
YWCA Empowerment Center  
3101 Latham Drive  
Madison, WI 53713  
(608) 287-1063

**girls  
inc.**  
Girls Incorporated®  
at YWCA Madison



# YWCA Success Program

YWCA Madison

3101 Latham Drive

Madison, WI 53713

Contact: Julie Larson

(608) 287-1063

## Grant Proposal

In response to:

City of Madison CDBG Office

Employment Services to Prevent Homelessness

Request for Proposals

July 2, 2009

# EMPLOYMENT SERVICES TO PREVENT HOMELESSNESS

## Proposal

YWCA Madison

July 2, 2009

### A. Program Design

The Success Program is a dynamic new employment & training program designed to prepare underrepresented individuals for permanent employment with a family supporting wage. During the pilot phase, Success has been implemented by the Economic Empowerment Director and Job Options Coordinator. If awarded funding, YWCA Madison will fully implement and expand the Success Program by employing a full time Success Program Coordinator (to be hired within 30 days of award). As a result, the program will be expanded to meet the needs of an increased number of individuals by having three tiers for participants to enter depending on need, skill level and career interest. See attachment A.

Upon enrollment in the Success Program, an individual intake is conducted to assess each participant's individual interests, needs and barriers. During the intake an employment plan is written and referrals are made as necessary to address barriers. Each participant enrolls in the two-week Job Readiness Class, which takes place at the YWCA Empowerment Center. In this two-week class, participants will strengthen their communication skills, write a resume, complete job applications and develop interviewing skills. Participants will learn basic computer skills, how to use a time clock, to follow directions and essential problem solving skills. In addition, each participant without a driver's license will be evaluated for the YWCA Drivers License Recovery Program (see details in section B). Also included in this class are career assessments, an introduction to financial education, a workshop on discrimination in the workplace, and an overview of training opportunities offered at YWCA Madison and elsewhere in the community.

After completing the Job Readiness Class participants work with the Success Coordinator to determine which of the following tiers they will enter.

Structured Training – In this tier participants will enroll in a structured training program at YWCA Madison or elsewhere in the community. While enrolled, participants will have weekly contact with the Success Coordinator and will receive case management and support services to ensure success. YWCA Madison offers two structured training programs that have proven to be successful in job training, as well as securing and retaining employment of program participants. Graduates enter the Employment Search tier upon completion.

*Training Partnership for the Skilled Trades (TPST)* offers participants an introduction to working in the building trades and offers tutoring to prepare participants to pass the apprenticeship entrance exams. Through this seven-week program students meet local journeypersons and hear about their experiences working in the trades, learn through hands-on experience and complete the classroom portion required to hold a commercial drivers license (CDL).

*Transportation Alliance for New Solutions (TrANS)* is a 120-hour industry awareness program that introduces participants to the road construction industry through hands-on and classroom experiences. During the program participants complete the classroom portion required to hold a commercial drivers license (CDL) and post graduation CDL funding is available to offset a portion of the cost to obtain a CDL. Graduates are directly referred to job interviews with employers in the construction field.

Internship Program – The internship tier is the ideal place for participants that lack on-the-job experience, as well as the participant that has a blemished work history and needs to build some solid experience. The Success Internship Program works collaboratively with MCD, Inc, a printing and finishing business in Madison. This collaboration addresses an overall goal of assisting low-income women, people of color, and underrepresented individuals in obtaining a career in fields that offer a family-sustaining wage with advancement potential, as well as, assists businesses in diversifying their workforce. This program provides on-the-job training to increase employability of participants along with ongoing individual case management and support services to ensure success. Successful completion of a paid-internship will enable individuals to gain permanent employment and earn a competitive wage with benefits. Graduates enter the Employment Search tier upon completion.

During the first six months of the internship, participants are on the job 32-36 hours per week and in a classroom at the YWCA Empowerment Center four hours per week. During the second six months participants are on the job 40 hours per week and two hours of class is incorporated into the work week on site.

Since 2006, 72% (39 of 54) have completed the three-week Internship Orientation Class and 69% (11 of 16) of participants enrolled in the twelve-month Success Internship Program graduated. Of those that completed the internship, 4 were hired permanently by the company they interned with and 100% are currently working full time.

If awarded funding, YWCA Madison will have the opportunity to expand the internship program to other employers and potentially other industries.

Employment Search – Participants entering this tier will often have completed a structured training and/or have significant experience in the field of their choice. Participants will work individually with the Success Coordinator, as well as the Job Options Coordinator and attend a weekly Job Club at the YWCA Empowerment Center. While in Job Club, participants will have the opportunity to discuss employment search

experiences, share ideas with others, as well as make updates to their resumes and learn of new job opportunities. The Success Coordinator can use Job Club to arrange mock interviews to assist participants in building their interview skills, schedule speakers in a variety of topics and work with employers to offer onsite interviews. During employment search activity and after employment is secured, case management services, including monthly contact (at minimum) will continue for one year to ensure success.

The Success Program will enroll 60 individuals in the program. 75% (45 of 60) participants will complete the Job Readiness Class and enter a tier program. 65% (29 of 45) will successfully complete the tier program and 60% (17 of 29) will obtain employment, ten of which will obtain full time employment. In addition, 90% of households with an adult enrolled in the Success Program will maintain stable housing for at least one year.

The YWCA will accept referrals from a collaboration of local service providers who are applying to the City of Madison for Homeless Prevention and Rapid Rehousing Program (HPRP) stimulus dollars. This funding will be used to provide homelessness prevention assistance to households who would otherwise become homeless – many due to the economic crisis – and to provide assistance to rapidly re-house persons who are homeless as defined by the McKinney-Vento Homeless Assistance Act. The Community Action Coalition for South Central Wisconsin, Inc will be the lead agency in this collaboration. Other agencies included in the collaboration are Porchlight, Tenant Resource Center, Legal Action of Wisconsin, Tellurian, The Road Home, the Salvation Army, Independent Living, and YWCA Madison.

Through the Homeless Prevention portion of HPRP program, the above agencies will be identifying low-income households in danger of eviction who could benefit from the employment services offered in this current proposal. This would be a natural source of referrals and would provide a collaborative and effective connection between two different streams of stimulus funding coming into our community. Any participants accepted into this program would meet the eligibility criteria set forth in the RFP. They will be adults (with or without children) who are at risk of homelessness as a result of possible loss of housing, they will be unemployed or under-employed, at least one month in arrears of their rent or mortgage payment, and have no other resources so as to be at risk of homelessness.

If the YWCA is awarded this funding, we will meet regularly with all of the agencies in the above collaboration to describe our program and we would develop a uniform referral form and system of communication to be used by all the participating agencies.

Timeline of Program Activities

<b>Date:</b>	<b>Activity:</b>	<b>Staff Responsible:</b>
9/1/2009 or within 30 days of award	Hire Success Coordinator	Economic Empowerment Director
9/2009 and ongoing as needed	Meeting with referral sources	Success Coordinator
Ongoing	Case Management	Success Coordinator
Ongoing	Job Development – meeting with employers to develop jobs and internship opportunity	Success Coordinator
10/2009	Two-week Job Readiness Class	Success Coordinator
1/2010	Two-week Job Readiness Class	Success Coordinator
3/2010	Two-week Job Readiness Class	Success Coordinator
5/2010	Two-week Job Readiness Class	Success Coordinator

**B. Qualifications of Agency and Staff**

YWCA Madison is a nonprofit membership organization founded in 1909 as a member of the National YWCA. We are committed to social change for all racial, ethnic and economic groups. We provide leadership in our community, nation and world in the struggle for peace, justice, and economic opportunity for all people. The YWCA, locally and nationally, has adopted the mission of eliminating racism wherever it exists and empowering women.

The YWCA has a vision and directive to provide paths to careers with family-sustaining wages and benefits for under-represented individuals. We accomplish this goal through our programs within our Empowerment Center.

The YWCA Empowerment Center, which moved to its current location at 3101 Latham Street in April 2009, houses YWCA employment and training programs, Girls Inc., YW Transit, and our Suited for Success boutique. In addition to offices and the boutique, the Empowerment Center has two large classrooms, a conference room, an interview room, a workshop area for hands-on learning.

The YWCA Empowerment Center is home to four employment and training programs that work cooperatively to ensure success for program participants. In 2008, YWCA Employment and Training Programs served 292 participants. Of the 292 served, 41% were women and 13% reported having a disability. 55 individuals served were homeless.

2008 Racial composition for YWCA Employment and Training Programs:

- 69% African American
- 20% White
- 5% Hispanic
- 1% Native American
- 2% Asian
- 3% Multiracial

Our Employment and Training Programs include:

*Job Options / Displaced Homemaker Program* offering one-on-one job counseling to job seekers including resume preparation, mock interviews, and ongoing case management throughout employment search and ongoing support after securing employment. In 2008, 119 clients were served, 30 of which entered a structured training program and 76% (23 of 30) successfully graduated. 40 individuals secured employment in the field of their choice.

*Success Internship Program* prepares individuals traditionally underrepresented in the workforce to work in printing and advanced manufacturing industries through a twelve month internship including classroom learning and on-the-job paid training. In 2008, 59% (10 of 17) of participants enrolled completed the three-week Internship Orientation / Job Readiness Class and 67% (4 of 6) of participants enrolled in the twelve-month internship program graduated. Two program graduates were hired permanently at MCD, Inc. last year.

*Training Partnership for the Skilled Trades (TPST)*, a seven-week program to introduce, prepare and guide individuals traditionally underrepresented in the building trades. Through this program participants hear from journeypersons that come as guest speakers to talk about their experience working in the field. In addition, participants prepare to take an apprenticeship entrance exam through one-on-one tutoring offered in this program. 61 students were academically prepared to pass an apprenticeship exam and 41% (25 of 61) were successfully placed in a construction related position or state approved apprenticeship in 2008.

*Transportation Alliance for New Solutions (TrANS)*, a six-week program introducing individuals traditionally underrepresented in the industry to road construction through a combination of classroom and hands-on experience. Most recently TrANS has partnered with Habitat for Humanity of Dane County to offer hands-on experience in the construction field. In 2008, one TrANS class was conducted and 60% (12 of 20) successfully graduated.

*Drivers License Recovery Program* offers individuals services to recover driver's licenses after suspension due to unpaid child support or non-criminal traffic tickets. Participants receive education on how to maintain their driver's license and work with the child support system. Participants are expected to successfully complete a structured training

program and obtain employment to maintain their driver's license in the future. 75 individuals were screened in 2008 and ten licenses were reinstated.

YWCA Madison has partnered with Urban League of Greater Madison and the MAP Program to serve as the Allied Drive Employment Services Partnership for two years and is participating in the development of Allied Consortium for Employment (ACE).

In 2007 YWCA Madison started YW Transit. This unique transportation program meets our community's transportation needs in two ways. YW Transit runs a sexual assault prevention ride service at night running from 9:00pm to 1:00am, 365 days per year. This service is free of cost to riders and offers a safe way for individuals that self identify as being at risk of sexual assault to get from one place to another safely. JobRide offers transportation to and from work, with costs comparable to a monthly Metro bus pass, to low-income workers that are in need of transportation. In the near future YW Transit will be adding shuttles from neighborhoods that Madison Metro does not reach, transporting individuals to key locations in Madison such as the Dane County Job Center.

YWCA Madison has provided low-income housing and support services in our community for 100 years. Our current programs serving the homeless include: Emergency Homeless Shelter which provides temporary shelter and case management to homeless families and teenage girls; Third Street providing long-term housing with early intervention/prevention programming for single moms with one young child; Permanent Housing for low-income women; Second Chance Apartment Project which provides transitional housing and support services for homeless families, in conjunction with The Road Home and area congregations; Second Chance Tenant Education Workshops providing 6 hours of instruction to homeless or near homeless individuals on topics such as how to obtain and maintain housing, tenant/landlord rights and responsibilities, budgeting, and building, repairing and maintaining credit. Case management is also available to some workshop graduates; S.K.I.L.L.S. (Student Knowledge of Independent Living and Life Skills) provides tenant and financial education to at risk students in some of Madison's alternative high schools; House-ability and Rapid Rehousing, two new collaborative Housing First programs offered in conjunction with The Road Home and the Salvation Army to provide homeless families rental subsidies and ongoing case management.

YWCA Staff involved in the development of this program include:

*Julie Larson, Economic Empowerment Director*, oversees the Employment and Training Programs, YW Transit, and has coordinated the Success Program Pilot Program. Julie has been in this position for four years and has over fourteen years of experience working in employment and training and with diverse populations.

*Leslie Westerfelt, Job Options / Displaced Homemakers Coordinator* works individually with job seekers one-on-one to identify barriers to employment, resume preparation, referrals to particular employers and computer training. Leslie has worked for the YWCA for ten years and with the Employment and Training Programs for eight years.



*Cynthia Scott, Empowerment Center Program Assistant* joined the YWCA team this year. In addition to reception, scheduling and data entry, Cynthia is a key point person for job seekers using the computer lab.

*New Staff Person, Success Program Coordinator*, will be experienced in working with persons that are low-income, homeless, or at risk of homelessness, employment and training, and job development. This person will work closely with the Job Options Program Coordinator and will be supervised by the Economic Empowerment Director.

*Gayle Ihlenfeld, LCSW, Housing Director* – has been with the YWCA for 29 years. Gayle oversees YWCA housing programs, including the following federally funded HUD programs- The Second Chance Apartment Project, begun in 2004, House-ability, begun in 2008, and Second Chance Leasing Project, which will begin in 2009. The YWCA also subcontracts with the City of Madison CDBG office to provide the Second Chance Tenant Education Program, which is also federally funded. Through these efforts, Gayle has many years of experience implementing federally funded programs, including completing reports and maintaining necessary records and files.

### **C. Outcomes**

#### Outcome #1

YWCA Madison will create one FTE position by 9/1/2009 or within 30 days of award.

#### Outcome #2

YWCA Madison will enroll 40 eligible individuals\* in the Success Program and 75% (30 of 40) will successfully complete the Job Readiness Class during the contract year.

#### Outcome #3

75% (22 of 30) individuals that complete the Job Readiness Class will successfully complete a training or internship program.

#### Outcome #4

67% (20 of 30) individuals that complete the Job Readiness Class will obtain employment, 10 of which will be placed in full time jobs.

#### Outcome #5

90% of households with an adult family member enrolled in the Success Program that are connected with employment will retain housing at the end of this contract period.

\* Eligible individuals will meet the eligibility criteria set forth in the RFP. They will be adults (with or without children) who are at risk of homelessness as a result of possible loss of housing, they will be unemployed or under-employed, at least one month in arrears of their rent or mortgage payment, and have no other resources so as to be at risk of homelessness.

## **D. Budget**

Please see Budget included as attachment B.

YWCA has been awarded funding through the 2009 Congressional Appropriations Act and will leverage this funding to maintain this position for three years.

## **E. References**

### **MCD, Inc.**

Joan McNulty, President, Managing Partner  
2547 Progress Road  
Madison, WI 53716  
(608) 268-3714  
jmcnulty@mcd.net

### **Spherion**

Margaret Leitinger, Director of Business  
2109 Luann Lane, Madison, WI 53713  
608-274-6000  
margaretleitinger@spherion.com

### **Habitat for Humanity of Dane County**

Perry Ecton, Executive Director  
P.O. Box 258128  
Madison WI 53725-8128  
(608) 255-1549  
pecton@habitatdane.org

### **The Road Home**

Rachel Krinsky, Executive Director  
128 E. Olin Ave. Suite 202  
Madison, WI 53713  
(608) 294-7998  
rachelk@trhome.org

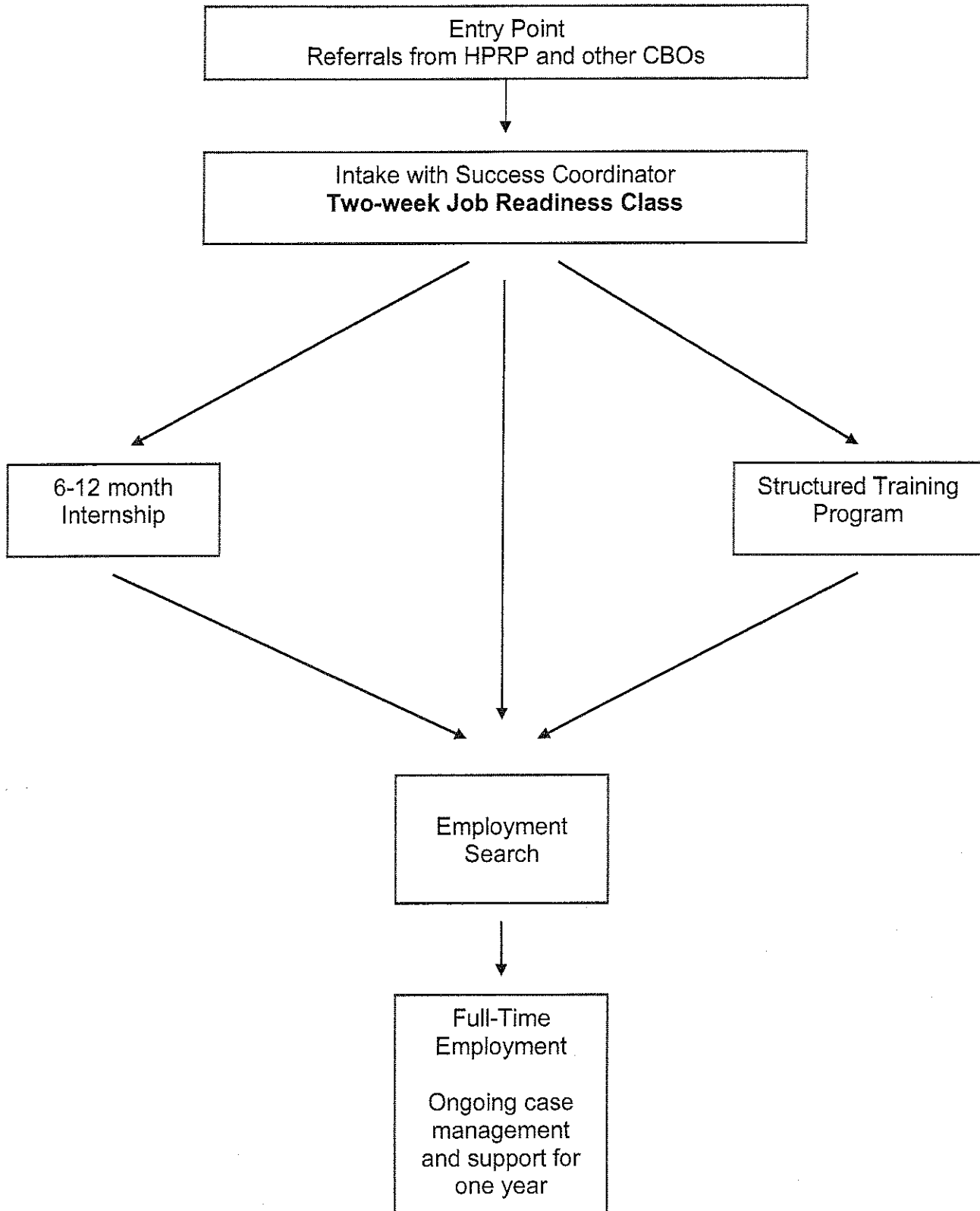
### **Community Action Coalition for South Central Wisconsin, Inc.**

Greta Hansen, Executive Director  
1717 Stoughton Road  
Madison, WI 53704  
246-4730 ex. 217  
ghansen@cacscw.org

### **The Salvation Army**

Kristin Schill, Housing Coordinator  
630 E. Washington Ave.  
Madison, WI 53703  
250-2222  
kristin.schill@usc.salvationarmy.org

# YWCA Success Program



YWCA of Madison, Inc.  
Employment Services to Prevent Homelessness  
Grant Proposal Budget

Revenue

City of Madison ARRA funds	42,727
Fundraising, agency resources	8,466
Total Revenue	<u>51,193</u>

Expenses

Wages - 1.0 FTE SUCCESS Coordinator	38,190
Fringes and payroll taxes	10,693
Office supplies	750
Space costs	1,560
Total Expenses	<u>51,193</u>