

## Proposal Summary

Per City of Madison RFP # 8500-0-2015-LN, the Urban League of Greater Madison is submitting this proposal to serve as the operator for the new Park Edge/Park Ridge (PEPR) Neighborhood Employment Center. The following proposal outlines a three point plan to lead a collaborative effort that will deliver quality employment support and programming to adults and teen-aged youth and also utilize the space for community meetings and events: (1) Utilizing the facility as a satellite to deliver the comprehensive array of employment and training services offered directly the by the Urban League and its many partners through our ADVANCE Employment Services; (2) Coordinate the initial group of collaborative partners that have agreed to utilize the Center as an outpost of the Dane County One-Stop Job Center; (3) Conduct ongoing community engagement activities with neighborhood residents, public and private community service providers, businesses, and informal community groups to build strong ties and identify needs for new or enhanced employment and training programs and partnerships in the future. Attached to this proposal are letters indicating an intent to partner from Dane County Human Services/Dane County Job Center, Workforce Development of South Central Wisconsin, Wisconsin Youth Company/Elver Park Neighborhood Center, Madison Area Technical College, and Briarpatch Youth Services.

### 1. Describe proposed center operators experience operating a nonprofit agency.

The Urban League of Greater Madison has maintained a stable and vibrant 501(c)(3) nonprofit operation serving Dane County, including the City of Madison, since 1968. We are an independently incorporated affiliate of the National Urban League which has led the movement for opportunity and civil rights for more than 100 years nationally and in virtually every major metropolitan area in the nation. Our mission in Greater Madison is to “ensure that African Americans and other community members are educated, employed and empowered to live well, advance professionally and contribute to the common good in the 21st Century.” Our education, employment, and empowerment programs serve more than 2,000 youth, adults, and families each year, and thousands more are impacted through a multitude of community engagement and advocacy activities.

*Governance:* Our affiliate is governed by a volunteer board of directors that is comprised of highly skilled and influential leaders. Roughly half of our board are persons of color, representing a broad array of community, business, government, and education experts. Our Board meets every other month, and members also support our work through a committee structure that typically meets monthly including Executive, Finance, Audit, Programs, and Fundraising committees.

*Leadership:* Since April of 2015, leadership of the Urban League of Greater Madison has been provided by Ruben L. Anthony, Jr., PhD. Dr. Anthony has been a manager for over 27 years. He started RowJAC Consulting, a Management and Planning Firm that Specializes in Civil Rights in government contracting. Through RowJAC he has served as the interim Director of Milwaukee County’s Community Business Development Program which is responsible for enforcing compliance in procurement and contracting. Dr. Anthony has also served as a disadvantage business enterprise capacity building adviser to the Milwaukee Metropolitan Sewerage District,



the Minnesota Department of Transportation and to the Dulles Airport in Washington D.C. Prior to launching RowJAC, Dr. Anthony was the Senior Vice-President of Bloom Companies, an engineering firm. The majority (19 years) of his career has been as a manager with the Wisconsin Department of Transportation where he served as Deputy Secretary and Chief Operations Officer where he oversaw daily operation of all program areas, 3,600 FTEs, and an annual budget of over \$3.25 billion dollars. He is the architect of the “Wisconsin Model” for increasing disadvantaged business enterprise (DBE) participation. The federal highway administration (FHWA) has deemed this among the top two models in the nation for increasing small and disadvantaged business participation. As result, he went on a national tour with the FHWA to share the model with other states. He is also an adjunct professor at the UW – Milwaukee and a Deacon at Mt. Zion Baptist Church.

*Staffing:* The Urban League of Greater Madison currently employs a team of 30 full-time staff. Two-thirds of our staff team are persons of color, nearly three-quarters hold a post-secondary degree, and all have demonstrated experience effectively meeting the needs of under-served populations. A survey of our team in 2012 found that more than two-thirds were the first generation in their family to earn a two or four-year college degree. Last year, the work of our staff team was bolstered by 944 volunteers who gave 19,633 hours of service. Using the latest value of volunteer time from Independent Sector, this volunteer service amounted to \$452,933 of in-kind service.

*Fiscal Stewardship:* Our annual operating budget has grown nearly three-fold over the last decade from \$897,000 to \$2.3 million. Our major funding sources have been stable and annual independent audits conducted by Wegner CPAs have disclosed no findings. Our latest (December 31, 2014) audited financial statements shows net assets of \$1.12 million including three permanent endowments valued at over \$186,000. Fiscal management and accounting is provided by a full-time Chief Financial Officer. Jim Horn has served in that role since 2010 and has almost 30 years of financial management experience in the public and private sector. Mr. Horn holds a Business Administration–Finance degree from UW Green Bay and has completed MBA coursework at UW-Milwaukee. The Board of Directors includes a standing Finance Committee that meets monthly to conduct a thorough review of our finances including monthly revenue and expense statements, bank statements, profit & loss statements, and balance sheets. The Committee then provides written and oral reports of our financial position at each monthly meeting of the full Board of Directors. Current Treasurer and Chair of the Finance Committee is James Graham, J.D., CEBS, Director of Tax Services at McGladrey.

*Operational Strength:* The National Urban League conducts an intensive, multi-day, on-site organizational assessment that includes a review of more than 100 factors of operation including policies and procedures, fiscal health, program operations, community engagement, and much more. The last assessment, conducted in 2013, scored the Urban League at a 4.81 on a 5.0 scale, placing us among the top tier of Urban League affiliates. Last fall, our CEO, Dr. Ruben Anthony was recognized by the National Urban League as the “Newcomer CEO of the Year.”

*Grants management & fundraising experience:* We have extensive grant management experience including managing grants from United Way of Dane County, City of Madison



(including Community Services and CDBG grants), Dane County Department of Human Services, Madison Metropolitan School District, and Wisconsin Dept. of Workforce Development. We have been the direct recipient of federal funds from the Corporation for National and Community Service and we have been the sub-recipient of other federal funds including two different AmeriCorps projects, HUD Neighborhood Stabilization funds, Department of Energy ARRA funds, and New Markets Tax Credits. We also have a track record of raising more than \$300,000 annually from corporate sponsorship, special events, private foundation grants, and donations from individuals.

*Real estate development & facility management experience:* We owned and operated our own building in downtown Madison for nearly 30 years. In 2009, the League served as the co-developer of a newly constructed 30,000 sq. ft. Center for Economic Development & Workforce Training in the heart of Madison's oldest multi-cultural neighborhood. We then sold 12,000 sq. ft. to the Madison Public Library and currently manage about 4,500 sq. ft. of rental space in the facility (current tenant is Planned Parenthood of Wisconsin). The facility also includes multiple classrooms, community room, and computer labs that are leased when not in use by Urban League programs to more than 30 non-profit organizations, government agencies, and community groups on an annual basis. We also have a 15-year track record of successfully operating one of the first programs in the country to utilize a combination of Low-Income Housing Tax Credits and CDBG loans to acquire 51 single family homes for a program that helps low income families become first-time home owners using a lease-to-purchase model.

*Managing satellite programs & staff:* The Urban League also has extensive experience managing satellite programs and remote staff. For more than 10 years, the Urban League has operated school-day and after-school tutoring and enrichment programs in 12 schools in the Madison, Sun Prairie, and Oregon school districts. In each of these cases, we have a full-time staff member who is based in one of these schools. As such, we have developed the tools and resources to effectively manage and monitor program operations and staff operating at satellite facilities.

*Collaboration:* Over the course of its 40-year history, the Urban League of Greater Madison has proven itself to be a highly collaborative organization whose programs each involve multiple partners. We have built a strong reputation as a leader and partner in multi-party, interdisciplinary, collaborative projects. Our latest annual report shows nearly 100 partners including non-profits, government, education, and business. For example, as the managing agency for the Schools of Hope middle program, the Urban League manages a 14-member team that operates school-based programming in 12 middle schools across 3 Dane County school districts. This partnership involves an innovative staffing model that involved eight staff members who serve a dual role funded through multiple sources in order to create programmatic and administrative synergies and efficiencies. In fact, every program currently run by the organization has one or more nonprofit, government, or business collaborating partners.

*Experience delivering employment and training services:* The Urban League of Greater Madison has been providing demand-driven employment and training services to the Greater Madison



community since our founding. Our services include career counseling and assessment, foundational work readiness and career pathway skill training academies, individualized job placement and retention coaching, diversity services for businesses, featured employment events, and much more. In 2014, our Board of Directors adopted a strategic plan that redoubled our commitment to helping unemployed and under-employed adults secure career pathway job opportunities. The plan included a focus on increasing the number of individuals securing employment through our various adult employment programs from 136 the prior year to 200 in 2015, 250 in 2016, and 1,500 by 2020. We exceeded our goal in year 1 of this plan, placing 206 individuals into employment by the end of 2015. As part of this expansion, we have become employment service providers for the WorkSmart Network (U.S. DoL WIOA/WIA), FoodShare Employment & Training (FSET), United Way HIRE Expansion Initiative, Construction Employment Initiative, and others.

We also operate one of the longest-standing teen employment programs in Dane County. Our 21<sup>st</sup> Century Careers Program has placed more than 150 14- and 15-year olds teens into their first paid job experience through summer career awareness internships. Last year, the program increased the number of youth placed into jobs by 33% over the prior year. For the past two years, we have been involved in a project with the Madison Metropolitan School District to serve out of school youth. An MMSD teacher is stationed at the Urban League to re-engage disconnected students with an alternative education program while simultaneously co-enrolling them in Urban League employment and training programs.

**2. Describe the proposed plan for the provision of employment services. Address the following:**

***A plan for the coordinated delivery of employment services to adults and older teens that address needs for such things as soft skills training, industry specific employment training, job or internship placements, as well as transportation, child care and other supports likely to ensure a client's success in employment settings.***

During the Employment Center's first 24 to 36 months of operation, the Urban League plans a two-pronged approach to the delivery of employment services: (I) We will leverage existing Urban League employment services and utilize the PEPR Employment Center as a satellite location for delivering key elements of our ADVANCE Employment Services programming; (II) We will collaborate with other public and private employment and training agencies to deliver employment services at the Center. In the future, new employment programs and initiatives may be developed based on needs of the community and the ability to secure new resources.

**I. Urban League ADVANCE Employment Services**

*Orientation, Assessment, and Enrollment:* The Urban League will operate information sessions at least once per week to provide information about the employment services that are available and the expectations of participants. An online information session option will also be available. Interested individuals must then submit an Application Form including a personal statement indicating the desire and need for employment assistance. This will be followed by a one-on-one enrollment interview conducted by a member of our Workforce team, during



which Individualized Career Development Plan will be created. The plan will focus on two key areas: (1) *Career Development Needs Assessment*: Prior work experience will be evaluated to identify employment-related experiences, knowledge, skills, abilities, aptitudes, talents, and interests. We will utilize WISCareers components including the Personal Globe Inventory, the Interest Profiler and the Transferable Skills Assessment to understand interests and aptitudes and; (2) *Personal Conditions Assessment*: Through both the written application and goal statement as well as through the personal interview, project staff will gain an understanding of the applicant's short and long term personal goals and their needs for housing, employment, child care, financial resources, financial literacy, and other needs. The goal being to identify and develop a plan of action to address any barriers that may impact the participant's ability and potential to successfully complete training, secure, and retain employment.

*ADVANCE Career Readiness Academy*: The ADVANCE Career Readiness Academy combines the Urban League's employer-informed foundational work readiness curriculum with the Houghton Mifflin Harcourt SkillsTutor Online and National Work Readiness Credential. The Urban League's Foundational Career Readiness curriculum was designed with extensive employer input to develop the core competencies and behaviors that unemployed and under-employed job seekers need to obtain and retain employment along a career pathway. Topics include career decision making, job seeking skills, work maturity skills, worker effectiveness skills, planning/goal setting/time management, teamwork, computers and business technology, presentation and language, personal financial literacy, and more. The SkillsTutor provides interactive instruction and practice to develop language arts, reading comprehension, vocabulary, writing, mathematics, and development of other essential work skills. The SkillsTutor assesses skill level, identifies areas of challenge, and then differentiates instruction to each trainee's individual needs with a focus on preparation for success in today's global economy. These two components of the curriculum build toward the National Work Readiness Credential (NWRC). It documents that trainees who successfully complete the ADVANCE Career Readiness Academy have the knowledge and skills needed for successful job performance. Also, each graduate will have developed a Personal Career Search Portfolio that includes a resume, cover letter, references, job application template, and documented short, medium, and long term career and education goals.

*Industry-Specific Training*: Our Industry-Specific Training Academies provide short-term, intensive, employment training focused on specific job categories in key and emerging sectors of the local economy. Current academies include:

- *Healthcare Administration* (a partnership with the WorkSmart Network, Madison College, 5 area businesses, and others)
- *Customer Service & Sales* (a partnership with the WorkSmart Network, Madison College, 10 area businesses, and others)
- *Information Technology Help Desk* (a partnership with UW, Herzing University, and others)



- *Construction Trades* (a partnership with the WorkSmart Network, Operation Fresh Start, Construction Training, Inc., and others)
- *Culinary Creations* (a partnership with the Catholic Multi-Cultural Center)

*Job Search & Placement Assistance:* Individuals that complete training receive individualized assistance with their job search. This includes help developing a job search plan, access to print and online job listings, help navigating online employment applications, and more. Through its long history and national network, the Urban League has developed a network of partnerships with local employers who give applicants close consideration when given our "stamp of approval."

*Retention & Advancement Support:* We provide individualized coaching for a minimum of 12 months once an individual has entered the workforce and provide follow up with employer and employee at 1, 7, 15, 30, 60, 90, 180, and 365 day intervals and other times as needed. We help clients address employment challenges such as transportation, childcare, work performance issues, workplace conflicts, and layoffs. We help clients develop household budgets and learn money management skills. We help clients access work supports such as childcare subsidies, transportation assistance, EITC, and other supports that elevate earned income and enhance job retention. We facilitate peer support sessions where clients learn from each other and we help participants develop job and education plans for the next step on their career path.

*Support and Development of Fathers:* Another unique aspect of the Urban League's workforce development programming is our targeted outreach and additional assistance to low-income fathers – particularly non-custodial fathers. We offer employment services, financial management counseling, and other coaching to help fathers increase and better manage their child support obligations. We also offer classes and peer support groups to help fathers develop their parenting skills.

*Featured Employer Seminars & Employer Engagement:* Research on career pathway training models for economically disadvantaged individuals highlights that engagement of employers is key to success. The Urban League's longstanding history, national network, and reputation within the business community allow us to embed strong employer connections throughout the work that we do. We have dozens of employer partners each year that volunteer as instructors within our training programs, serve as advisors in the design of our programs, volunteer as mock interviewers and contribute in other ways that allows them to get to know the participants that we serve, provide job shadowing and internship opportunities, and much more. In turn, employers benefit by having access to qualified applicants and by receiving culturally competent post-hire support.

We also operate a series of *Featured Employer Seminars*. Each seminar features one local employer that provides information about their company, their workplace culture, current and anticipated job openings, information about growth potential within the company, and



guidance in navigating their application and hiring processes. In some instances, employers conduct onsite application and interview screening.

A number of key collaborative workforce development initiatives are also embedded within our ADVANCE Employment Services:

*Construction Employment Initiative:* The Urban League is a founding partner of the Construction Employment Initiative (CEI). CEI is a consortium of workforce development agencies formed in 2014 to build a new workforce solution aimed at increasing the pipeline of women and people of color entering Dane County's construction workforce. Other CEI partners include Construction Training, Inc., the Latino Academy for Workforce Development, Operation Fresh Start, and YWCA Madison, with funding and technical assistance provided by the City of Madison, United Way of Dane County, and the Workforce Development Board of South Central Wisconsin.

*United Way of Dane County HIRE Initiative:* In 2015, the Urban League of Greater Madison was selected as the lead agency for the United Way's HIRE expansion. The purpose of HIRE is two-fold: (1) To provide adults without a high school diploma with the academic support needed to obtain a high school diploma or GED; (2) To provide unemployed and under-employed adults with the job training, job placement, and individualized coaching needed to secure new or better employment while simultaneously helping local employers in key industries address their needs for a skilled and diverse workforce. The other HIRE partner agencies include Centro Hispano of Dane County, Latino Academy for Workforce Development, Literacy Network, Madison-area Urban Ministry, Omega School, and YWCA Madison. One of the unique and most essential elements of the HIRE Initiative is an Employer Council convened by United Way that includes roughly 20 area businesses focused on trying to help prepare HIRE participants for jobs paying \$15 per hour or more.

*WorkSmart Network/Workforce Innovation & Opportunity Act (WIOA):* The WorkSmart Network is a team supported by the Workforce Development Board of South Central Wisconsin that specializes in delivering innovative workforce services and solutions to prepare workers for the needs of business and industry. The WorkSmart Network specializes in delivering demand-driven employment and training services and support to job seekers, businesses and young adults in communities across South Central Wisconsin. These services include enrollment and assessment, job readiness training and coaching, career pathway training academies, individualized job placement and retention services, and more. The Urban League employs a full time Employment Specialist through the WorkSmart Network. This specialist is able to provide the services listed above for eligible job seekers. WorkSmart Network customers are also eligible for other supportive services such as transportation assistance, work clothing, paid work experience, on the job training, and more.

*FoodShare Employment & Training Program (FSET):* The FSET program helps FoodShare members build their job skills and find jobs. As of April 1, 2015 certain FoodShare recipients are required to meet a work requirement to maintain their FoodShare benefits. The Urban League is an FSET contractor through Dane County, and as such individuals may be eligible to satisfy the work



requirement through participation in one of our training programs. This also includes job placement assistance and ongoing case management services from the Urban League.

*Youth/teen employment services:* We will work with MMSD to determine whether there is an opportunity to outpost some of the employment and education services currently being delivered through the Foundations Central program described above. We will also seek new resources to expand our 21<sup>st</sup> Century Careers program's summer Youth Career Awareness Internships to the neighborhood.

II. ***Identify collaborative partners, and their roles in service delivery.***

In addition to the employment services described above which the Urban League runs directly and/or which the Urban League is a partner in, we have commitments from new and existing partners to provide the following additional services at the PEPR Employment Center:

*Dane County Department of Human Services/Dane County Job Center:* As described in the attached intent to partner letter, the Urban League has developed a partnership with Dane County that, when combined with the many other employment services that the Urban League and its partners have proposed offering, will allow the PEPR Employment Center to operate as a "satellite" office of the Dane County On-Stop Job Center. The two core elements of this partnership with Dane County include:

- a) Deployment of a new Dane County Economic Support Specialist (ESS) to be based at the PEPR Employment Center for 32 hours each week. We will utilize grant funds and subcontract with Dane County Human Services/Dane County Job Center for this ESS worker. The ESS worker will be able to explain the application process for people looking to apply for public assistance programs including W-2, FoodShare, BadgerCare/Medicaid and Child Care. ESS staff can complete the application process, check the status of benefits, process requests for benefit renewals and answer questions about how services can be used to maintain economic stability while looking for work. Dane County ESS staff will also provide a wide array of resource referrals to other employment and training programs such as W-2 and/or FoodShare Employment and Training (FSET) program.
- b) In addition to the Economic Support Specialist, Dane County Human Services will partner with the proposed Employment Center to provide an array of other in-kind employment and training services valued at \$4,972 per month. The final schedule of programming will be based on community need as determined through the planning process outlined below. The array of services to be offered includes:

*FSET case management:* Case manager on-site for walk-in and/or scheduled appointments for FSET participants; one-on-one assistance with job search activities; Employment Plan development; assessments; job search and career counseling; and barrier identification, remediation, and referral

*Skills Training:* assistance with self-directed courses (computer-based); group classes;





soft skills; employer-input training; career track training; and certificate training.

*Job Development:* Business Account Representative (job developer) on-site; one-on-one career development and counseling; employer connections; employers on-site for hiring events; work experience engagement.

*Work Experience:* Identify, interview, and place FSET or W2 participants at the Center for work experience; help supervise, schedule, and track participation of Work Experience participants.

*Workforce Development Board of South Central Wisconsin (WDBSCW).* One of the primary responsibilities of WDBSCW is the deployment funding, services, and technical support from the U.S. Department of Labor's *Workforce Innovation and Opportunity Act* (WIOA – formerly WIA). This includes a significant leadership role in operation of the region's One-Stop Job Center (i.e. Dane County Job Center). The attached partnership letter reflects the WDBSCW's commitment to helping make WIOA services accessible through the PEPR Employment Center. The services may include: WIOA enrollment and assessment; Job coaching, placement, and retention services; Connections to business; Demand-driven, career pathway training academies; Work Experience and On the Job Training Opportunities and; Employment and career readiness services for in-school and out-of-school youth such as the Middle College Program.

*Wisconsin Youth Company/Elver Park Neighborhood Center:* The attached partnership letter from the Wisconsin Youth Company reflects an agreement to partner with the adjacent Elver Park Neighborhood Center in various ways including sharing space when appropriate, collaborating on community outreach and community engagement activities, and referring users to each agency's services as appropriate.

*Madison Area Technical College:* Madison College has been a partner with the Urban League on a variety of workforce development initiatives over the years. Madison College currently partners with the Urban League and the WorkSmart Network in operating the Healthcare Administration Training Academy (HATP) and the Customer Service & Sales Academy (CSSA). The HATP program trains and places individuals in entry level clerical and administrative careers in the healthcare industry. Graduates of this program earn 11 credits through Madison College. Our latest partnership – launched last fall – was the Customer Service & Sales Academy which trains and places individuals in a wide range of customer service positions. Graduates earn 8 credits in the Madison College marketing and business entrepreneurship programs. As noted in the attached partnership letter, Madison College has identified three areas of partnership with the PEPR Neighborhood Employment Center: (1) Collaborating with the Urban League to use the Center as an outpost to increase recruitment into existing career training academies such as the Healthcare Administration and Customer Service/Sales academies referenced above; (2) Providing classes at the PEPR Employment Center such as adult basic education and GED preparation classes; (3) Designating a senior Madison College staff member to serve on the Planning Team over the next 6 to 12 months to help guide design of the facility, inform the mix of programming to be offered, and identify further opportunities for their involvement.



*Briarpatch Youth Services:* The attached partnership letter from Briarpatch Youth Services reflects an agreement to partner with their Youth Job Center (YJC). The YJC's primary goal is to provide youth ages 14 to 18 with the necessary skills and traits needed for employment. They provide pre- and post- employment skills assessments, hard skills training (e.g. job applications, interviews and telephone techniques) and soft skills (e.g. work ethic and people skills) and other formal and informal job readiness activities to help prepare young people for their first experiences in the workplace. In addition to the skills training, the YJC also provides participants with individualized placement meetings where trained job coaches develop a job strategy customized to each youth's specific need. The job coach provides logistical and moral support, while monitoring each youth's pre- and post- hiring performance for 12 weeks. As part of its commitment to collaboration with the PEPR Employment Center, Briarpatch Youth Services has agreed to offer YJC Monthly Youth Employment training at the Center including weekly youth job search and applications sessions plus the 12 weeks of job coaching once placed; pre summer employment training, interviewing, and parent meetings; use of the facility for regular meetings with Briarpatch Street Outreach clients to assist them in accessing employment support services; and use of the Center as a meeting/starting point for the west side community service work crews for the Madison Street team from June to August. Briarpatch has also agreed to 10 weeks of paid training focusing on introducing youth to food service employment opportunities (pending availability of kitchen).

In addition to these opportunities in the near term, Briarpatch has also expressed a commitment to work with the Urban League and with neighborhood residents to identify other opportunities in the future to provide new and innovative teen employment services to reach even more under-served young men and young women in our community. For example, we might use space for a winter youth work shop where youth could gather to undertake paid employment training.

***Describe the work that has been done and that remains in developing the service plan.***

As described in the preceding section, we have identified elements of our ADVANCE Employment Services programming that will be provided at the PEPR Employment Center. We have also lined up an extensive network of other public and private sector collaborative partners that have also committed to providing employment services at the facility. The work remaining to be done in the development of a service provision plan falls into three main categories: (1) community engagement; (2) facility design and operations planning; and (3) coordination of service delivery.

To guide the planning and implementation work in these three areas, the Urban League will convene a *Planning & Design Team* and an *Advisory Team*. The work of each team is expected to take approximately six months. The Advisory Team will be responsible for guiding community engagement activities and helping ensure the overall implementation of the service provision plan is consistent with community needs, and has strong community support. The Advisory Team will include Urban League executive leadership, key City of Madison staff, local elected officials and community leaders, neighborhood residents, and other key stakeholders. The Planning & Design Team will be responsible for guiding the facility renovation and creating a



plan for coordinating the delivery of the multiple employment services and partner agencies described above. The Planning & Design Team will include Urban League staff, a representative from each of the partner service providers listed above, appropriate City staff, neighborhood residents, and others as deemed appropriate. The Employment Center Director will be responsible for staffing and leading these two teams. The work of these teams will include:

*Community Engagement:* Gathering community input to guide the facility design and service provision plan is a critical next step. Question #3 that follows describes the Urban League’s plan over the coming months to collect input from neighborhood residents and to build a trusting relationship with residents and with formal and informal groups in the neighborhood including other non-profit agencies, faith communities, neighborhood associations, businesses, and other community groups.

*Facility design and operations plan:* As described throughout this proposal, the Urban League has lined up an array of commitments to provide employment and training services at the Center. We will use this information over the coming months in an iterative process with the City, the selected architectural/design firm, and our key partners to determine the facility’s capacity (i.e. number of rooms, size of rooms, technology available, etc.), inform the facility design plan, finalize an operating agreement with the City of Madison, and finalize a programming plan and schedule.

*Coordination of services:* In addition to the Urban League’s own employment and training services, we have secured commitments from Dane County Human Services (Dane County Job Center), Workforce Development Board of South Central Wisconsin (Dane County Job Center and U.S. DoL Workforce Innovation & Opportunity Act Operator), Madison Area Technical College, Wisconsin Youth Company/Elver Park Neighborhood Center, Briarpatch Youth Services, to provide employment and training services at the Center. The Program Design & Implementation Team will develop a plan to operate these services in an integrated fashion, and develop additional partnerships to fill gaps and needs identified during the planning process.

Key timelines & milestones	Month (beginning with notification of award – expected March 16, 2016)											
	1	2	3	4	5	6	7	8	9	10	11	12
Advisory Team	x	x	x	x	x	x						
Project Planning & Design Team	x	x	x	x	x	x						
Individual stakeholder meetings	x	x	x									
Hire Center Director		x										
Service inventory/asset map			x									
Operating agreement with City			x									
Initial program operation plan					x							
Year 2 operating plan and budget									x			
Facility renovation			x	x	x	x						
Program operations						x	x	x	x	x	x	
Bi-monthly reports to City				x		x		x		x		x



***Identify measurable indicators of success for the provided services.***

- At least 100 neighborhood residents will be involved in providing input on the Center operations during the first 90 days of planning.
- A detailed implementation and operation plan for the provision of employment services will be completed and presented to the City within 120 days of hiring the Center Director.
- At least 480 hours of employment and training programming is offered at the Center during its first 6 months of operation.
- At least 100 adults and 25 teens participate in one or more employment programming activities during the first 6 months of operation.
- At least 30 unemployed or under-employed adult and 10 teen residents will secure a new or better job during the first 6 months of operation.

**3. Identify specific strategies that will be utilized to engage residents representing a diversity of race, ethnicity and socioeconomic status in the design, implementation and evaluation of services to be provided at the center.**

The engagement of citizens from diverse racial, ethnic, and socio-economic backgrounds has been the essence of the Urban League mission since its founding more than 100 years ago at the national level and more than 45 years ago locally. Of the 524 individuals served through our employment and training programs in 2014, 79% were persons of color - African Americans comprised the largest segment of non-white adults served, followed by Latino and then Asian individuals; 55% were female and 45% were male; 86% had household incomes of less than \$20,000; 11% did not possess a high school degree or equivalent; 18% resided outside the City of Madison; 4% were veterans; nearly 30% were single parents; and 12% had been recently incarcerated.

The Urban League has also been a leader at ensuring that our governance and paid staffing reflect the diversity of the community that we serve. Half of our board and committee members are persons of color and two-thirds of our staff team are persons of color. As with all of our current staff, all staff newly hired to operate the PEPR Employment Center will be required to demonstrate experience effectively meeting the needs of diverse populations.

We are also committed to ensuring this diversity is represented in the design, implementation and evaluation of services to be provided at the center. During the first 6 to 12 months of operation, Urban League executive staff will be allocating up to 15% of their time to community engagement work and the new Center Director position will be allocated 25% to community engagement work on an ongoing basis. This will include:

- During the first 60 days, Urban League senior staff and the Center Director will hold individual meetings with representatives of key organizations in the neighborhood including businesses,



school, other non-profit agencies, faith communities, neighborhood associations, Neighborhood Resource Teams, and other informal community groups.

- Identifying a neighborhood resident to serve on the selection panel for the Center Director.
- Establishing an Advisory Committee that will meet monthly during the first 12-months of planning and operation. At least 50% of the Advisory Committee members will be neighborhood residents. At least 50% of the Advisory Committee members from the neighborhood will be non-white and low-income.
- Identifying two neighborhood resident members of the Advisory Committee to serve as representatives on the Program Design & Implementation Committee.
- Creating an inventory/asset map of existing neighborhood resources and assets during the first 60 days, and then working quickly to build alliances and partnership with them.
- Conducting at least two community forums/focus groups during the first 90-days of planning to collect feedback from residents about their needs and ideas for the types of employment services that will be available.
- Depending on the responses to the above activities, we may also undertake a door-to-door surveying effort to (1) share information about the services offered at the Employment Center and (2) collect information about resident's concerns, ideas, and aspirations.

Once the Center is fully open for operation, we will host at least two community engagement events per month. These may include community meals, film screenings, health fairs, science nights, and more based on interests expressed by residents. We will coordinate with the Elver Park Neighborhood Center at least twice each year to host larger community engagement events.

We will also host at least one Featured Employer event at the Center each month. These events will feature one local employer that will provide information about their company, their workplace culture, current and anticipated job openings, information about growth potential within the company, and guidance in navigating their application and hiring processes. In some instances, employers may conduct onsite application and interview processes.

We will conduct ongoing evaluation of our employment services that includes feedback surveys from program participants.

#### **4. Describe the proposed plan for the operation of the center facility. Address the following:**

##### ***Proposed hours of operations.***

The facility will be open at least 40 hours each week, 48 weeks per year. This will include at least two evenings per week from 5 to 9 PM and at least 16 weekend hours each month. The exact schedule will be determined during the initial planning period, and will likely differ somewhat each month based on the monthly schedule of activities.

##### ***Proposed staffing of the facility.***

Grant funds will be used to hire a full-time Employment Center Director. The Director will allocate 25% of their time to community engagement activities, 50% to facility operations management



and partnership coordination, and 25% to coordinating and delivering new teen employment services. To ensure a seamless integration with our entire system of workforce services, the Director will be classified as a staff member within our Workforce Service Department, and will attend weekly team meetings. The Director will also be a member of the Urban League's Management Team, and attend monthly Management Team meetings to ensure Employment Center operations are fully integrated into our overall operations. We will hire for the Director within 45 days of contract start date.

We will also utilize grant funds to hire a .6 FTE Receptionist/Administrative Assistance and a .5 FTE Facility Cleaning/Maintenance position. We will make every effort to hire residents from the neighborhood to fill these positions. We will also leverage Work Experience<sup>1</sup> funding through Dane County Human Services and/or Workforce Development Board to fund up to two additional part time positions to assist with facility and program operations. These positions may change over time, but the types of roles could include administrative support, computer lab assistants, cleaning, grounds maintenance, and others.

In addition to these facility operation roles, the initial program staffing will include:

- *Dane County Economic Support Specialist* will be hired with grant funds and based at the facility 32 hours each week. (duties described below)
- *Urban League Employment Specialists* will hold office hours at the facility for at least 16 hours each week (4 x 4 hour shifts, including some weekend and evening shifts). They will use this time to coach/counsel existing clients and enroll new clients into programs such as HIRE, WorkSmart Network, FSET, and general Urban League employment services.
- *Urban League Business Services Specialist* will work at least 16 hours each month at the facility. The Business Services Specialist will be responsible for building relationships with businesses in the neighborhood who have job opportunities – particularly those with family supporting, career pathway job opportunities. The Business Services Specialist will also organize Featured Employer Events at the facility at least once each month.
- *Urban League Training Specialists* will host two ADVANCE Career Readiness Academies at the Center during the first six months of operation. We may also use the Center as a satellite for some or all portions of other industry-specific training academies such as customer service or food service.

### **Proposed plan for the provision of information and referral for supportive services.**

The *Center Director* will be responsible for maintaining a library of informational resources that can be available to residents on a drop-in basis. The *Dane County Economic Support Specialist* will be available at the Center for 32 hours each week to provide information and assistance with accessing formal safety net benefits and supportive services such as W-2, FoodShare, BadgerCare/Medicaid, and Child Care assistance. We are also in discussion with the Joining Forces for Families Program to

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<sup>1</sup> These would be short-term (usually 3 to 6 month), paid, experiences designed to provide job seekers with a skill development opportunity and experience and references to bolster their resume as they seek permanent employment.

identify the best method to interface with their nearby *Community Social Worker* to help people connect to informal supports such as those available through local faith communities or community-based non-profit agencies. Finally, each resident who enrolls in an Urban League employment program is assigned an *Employment Specialist* who is responsible for providing individualized coaching and case management, including help identifying and accessing supportive services such as transportation, child care, and other resources that help mitigate these barriers to employment.

***Fundraising goals and strategies.***

The Urban League has already leveraged \$59,504 of program operating funds for planning and operations in FY 2016. The attached budget narrative describes these. We believe that these leveraged resources combined with the \$136,000 allocated from the City of Madison are sufficient to support the planning phase and initial operations during FY 2016. Our fundraising plan for future years will be determined once we have collected more information through the community engagement, facility design, and service delivery planning process. As part of this process, we will assess budget needs and potential sources of revenue as follows:

1. *Short Term:* Identify the amount, if any, of funds needed for initial community engagement activities, facility planning, and program planning beyond FY 2016.
2. *Ongoing Facility Operations:* Identify the funds needed for ongoing facility operations, including both capital expenses and annual operating expenses. Determine ongoing funding sources and fundraising gap. Develop a plan to meet the fundraising gap.
3. *Programming:* Determine funds needed to sustain the employment and training services described above, and assess funding needs and potential revenue sources to deliver any new services required to meet community needs.

## ATTACHMENT A: PROPOSED BUDGET

### RFP #8500-0-2015-LN

#### 1. 2016 PROPOSED PROJECT BUDGET

PARTNER	SOURCE TOTAL	PERSONNEL	OPERATING	SPECIAL COSTS/OTHER
Operator/Center (City)	\$136,000	\$92,299	\$27,500	\$16,201
Dane County	19,049	4,133	14,916	0
Urban League	40,006	22,308	8,000	9,698
TOTAL	\$195,055	\$118,740	\$50,416	\$25,899

#### 2. BUDGET EXPLANATION

See following page.

#### 3. OTHER REVENUE: Identify source and amount for other projected or committed sources of revenue for this collaboration.

SOURCE	AMOUNT	TERMS
City of Madison	\$136,000	
Dane County	19,049	20% of cost to hire 1.0 FTE Economic Support Specialist. Other employment services (FSET, W-2)
Urban League	40,006	Employment case mgmt., job training, etc.
TOTAL	\$195,055	

#### 4. PARK EDGE/PARK RIDGE STAFFING 2016: Identify all positions that are involved as Operator staff to this program. Madison Living Wage Ordinance requires that all staff performing work in a contracted service receive Madison Living Wage\*.

STAFF TITLE	FTE	DUTIES	HOURLY WAGE*
Director of PEPR Center	1.0	Center management, community engagement, service coordination	\$24.04
Director of Workforce	.15	Supervision of ULGM employment staff	\$22.28
Senior VP	.15	Program planning. Resource Development	\$41.95
President & CEO	.1	Project leadership. Community engagement	\$60.36
Reception/Admin. Assist	.6	Clerical and administrative duties	\$13.00
Cleaning/Maintenance	.375	Daily cleaning and minor maintenance	\$13.00
Dane County ESS Worker	1.0	Employment needs assessment, referrals, and economic support benefits enrollment	\$29.80
ULGM Employment Specialist	.2	Assessment, job placement, job coaching	\$17.31
ULGM Training Specialist	.2	Job training	\$17.31
ULGM Business Services Spec.	.1	Identify business hiring needs. Host hiring events.	\$17.31
TOTAL			* Living Wage for 2016 is \$12.83



	<u>2016 Total</u>	<u>2016 City Request</u>	<u>2016 Leveraged</u>	<u>Annualized Amt.</u>
<b>Personnel</b>				
Director @100% (\$50,000 + 29% taxes and fringe) (6 months in 2016)	32,250	32,250	-	64,500
Director of Workforce (15% for 2016, 10% annualized) (8 months in 2016)	4,300	4,300	-	6,450
SVP (15% for 2016, 7.5% annualized) (8 months in 2016)	11,610	8,708	2,903	8,708
CEO (10% for 2016, 5% annualized) (8 months in 2016)	11,180	8,385	2,795	8,385
Reception @60% (\$13/hr. x 24 hrs/wk x 15% taxes/fringe) (6 months in 2016)	9,329	9,329	-	18,658
Admin Support (work experience @ 50%)	5,000	-	5,000	5,000
Cleaning/Maintenance (\$13/hr. x 15 hrs/wk x 15% taxes/fringe) (6 months in 2016)	5,831	5,831	-	11,661
Dane County Job Center ESS Worker @ 100% FTE (5 months in 2016)	20,665	16,532	4,133	61,994
ULGM Employment Specialist (general) @20% (6 months in 2016)	4,644	3,483	1,161	9,288
ULGM Employment Specialists (FSET, WIOA, Fatherhood) (6 months in 2016)	6,966	-	6,966	13,932
ULGM Business Services Specialist (.1 FTE)	2,322	-	2,322	
ULGM Training Specialist - Career Readiness @20% (6 months in 2016)	4,644	3,483	1,161	9,288
<b>Subtotal Personnel</b>	<b>118,740</b>	<b>92,299</b>	<b>26,440</b>	<b>217,863</b>
<b>Operating</b>				
Utilities	5,000	5,000	-	10,000
Insurance	2,500	2,500	-	5,000
Office supplies & equipment	5,000	2,500	2,500	5,000
Community engagement activities	20,000	15,000	5,000	15,000
Audit/other professional fees	1,500	1,500	-	3,000
Professional development	1,500	1,000	500	3,000
Other Dane County Job Center Employment Services (FSET, W-2, etc.)	14,916	-	14,916	59,664
Other services (Workforce Development Board, Briarpath, Elver Park)	TBD	-	TBD	TBD
<b>Subtotal Operating</b>	<b>50,416</b>	<b>27,500</b>	<b>22,916</b>	<b>100,664</b>
<b>Other</b>				
Participant supports	5,000	2,000	3,000	10,000
Admin/indirect (12%)	20,899	14,201	6,698	39,423
<b>Subtotal Other</b>	<b>25,899</b>	<b>16,201</b>	<b>9,698</b>	<b>49,423</b>
<b>TOTAL</b>	<b>195,055</b>	<b>136,000</b>	<b>59,054</b>	<b>367,950</b>

## ATTACHMENT B: DESIGNATION OF CONFIDENTIAL AND PROPRIETARY INFORMATION

Proposers are hereby notified that all information submitted in response to this RFP may be made available for public inspection according to public records laws of the State of Wisconsin or other applicable public record laws. Therefore, proposers are encouraged to refrain from submitting information that cannot be open for public inspection. However, if proposers must include information deemed confidential and proprietary by the proposer, proposer must comply with these instructions:

1. Requests for confidentiality must be submitted prior to the proposal submission date to the City of Madison Purchasing Office.
2. Requests for confidentiality must use this designated form. Failure to include this form in the bid/proposal response may mean that all information provided as part of the bid/proposal response will be open to examination and copying. The City considers other markings of confidential in the bid/proposal document to be insufficient.
3. Any information to be considered confidential or proprietary must be separated and packaged from the rest of the proposal. Co-mingling of confidential/proprietary and other information is not acceptable.

Prices always become public information when bids/proposals are opened or when negotiations have been completed and the contract has been awarded. Other information usually cannot be kept confidential unless it involves a trade secret as defined in S.134.90(1)(c), Wis. Stats. Any information that will be included in any resulting contract cannot be considered confidential. A proposal, in its entirety, will not be considered confidential and/or proprietary.

Other information cannot be kept confidential unless it is a trade secret. Trade secret is defined in s. 134.90(1)(c), Wis. Stats. as follows: "Trade secret" means information, including a formula, pattern, compilation, program, device, method, technique or process to which all of the following apply:

1. The information derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use.
2. The information is the subject of efforts to maintain its secrecy that are reasonable under the circumstances.

In the event the designation of confidentiality of this information is challenged, the undersigned hereby agrees to provide legal counsel or other necessary assistance to defend the designation of confidentiality and agrees to hold the City of Madison harmless for any costs or damages arising out of the City's agreeing to withhold the materials.

The attached material submitted in response to Bid/Proposal #8500-0-2015-LN includes proprietary and confidential information which qualifies as a trade secret, as provided in s. 19.36(5), Wis. Stats., or is otherwise material that can be kept confidential under the Wisconsin Open Records Law. As such, we ask that certain pages, as indicated below, of this bid/proposal response be treated as confidential material and not be released:

Section	Page No.	Topic	Specific law that supports confidentiality of information

Company Name Urban League of Greater Madison

Enter Name: Ruben L. Anthony, Jr., PhD.

By entering your initials in the box,

RA

You are electronically signing your name and agreeing to the terms above.

Date: 2/8/16