

City of Madison

Community Development Division

Youth, Young Adult & Adult Employment

2022 Policy Paper

I. Introduction

This policy paper builds upon the conceptual framework introduced in 2017 City of Madison Community Development Division funding for both the Youth Employment Initiative and Adult Employment and Training Initiative. Within the 2022 funding process, we aim to further initiatives that respond to post pandemic economy and meet the needs of residents needing assistance.

The Community Development Division (CDD) of the City of Madison seeks to create the necessary conditions for Madison residents to realize their full potential through the building of human capital and economic development. The City is therefore seeking proposals from organizations to provide a continuum of services ranging from supported high school graduation, GED attainment, pre, and post-employment training & services, employment & career guidance, and work placement for youth, young adults, and adults facing barriers. In addition to personal economic benefit for participants, creating pathways to employment serves as one approach to addressing racial and economic disparities, juvenile delinquency and, neighborhood violence.

CDD's programming is reviewed through the lens of its impact on poverty, racial equity, and social justice. CDD supports an evidence-based, holistic approach that includes coordinated service delivery to ensure that residents can access relevant services. Activities target lower-income households, women, and those that are Black Indigenous & People of Color (BIPOC), and/or that identify as Lesbian Gay Bisexual Trans Queer + (LGBTQ+).

II. Background

The 2017 funding process introduced new objectives and strategic priorities for CDD. The 2022 funding process goal is to expand upon these objectives and meet changing needs of the post-pandemic workforce economy for the residents of our community.

Adult and youth employment programming are considered priorities under a shared goal area: *Building Human Capital*. To achieve this goal the City of Madison seeks to:

- Increase paid internship and/or employment opportunities for BIPOC youth ages 14-21 years who face multiple barriers. Services may include basic employment skill development, training in communication and teamwork, time management, financial capability, career exploration, and guidance. Additional services include

work-based learning experiences or jobs, internships that provide exposure and access to a wide range of career opportunities and postsecondary education (from technical to professional) that have the potential to lead to family sustaining wages, and job placement and post-employment support. Emphasis should be placed on ensuring youth move through a continuum of support services that work to improve youth postsecondary employment or educational outcomes.

- Provide outreach, reconnection, and employment-related services and supports to disconnected emerging young adults (especially BIPOC young adults 18-26 years of age) who face multiple barriers to employment. Programs should provide outreach and support to reconnect participants to self-identified educational and training interests, best suited for the needs of the local businesses and industries. Services should lead to employment or training that would result in family supporting wages. These services may include education and literacy support, financial capability, language skills, life skills, work ready skills, career training guidance, recognized credential attainment (certificates, pre-apprenticeships, micro credits) information, and guidance for those seeking immigration documentation to legally pursue education, post-secondary basic needs assistance, pre- and post-employment services and employment support.
- Provide employment-related services and supports to unemployed or underemployed adults (especially parents) who face multiple barriers to employment to connect them to family-supporting jobs. These services may include education and literacy, financial capability, language skills, life skills, work-ready skills, specific industry-recognized training, career guidance, basic needs assistance, pre- and post-employment services linkage and employment support, transitional and permanent placement in jobs with business partners, and General Educational Development (GED) support.

In preparing this paper, CDD staff consulted a variety of sources including the Forward Community Investment (FCI) Funding Process Study Report, Workforce Development of South Central Wisconsin, the Madison Metropolitan School District (MMSD) Work Based Learning department, Madison College, Dane County Job Center, current contracted service providers of employment training for youth and adults, and Public Health Madison and Dane County.

CDD seeks to support community-based programs that support a system of coordinated service delivery and response for individuals, families, and communities. The City is seeking proposals from organizations to support the following services:

- Youth Employment services
- Emerging Young Adult Employment services
- Adult Employment services

III. Program Areas

A. Youth Employment Services

The City of Madison Youth Employment Initiative seeks to increase employment training, paid internship, and/or employment opportunities for youth ages 14-21 who face barriers to gaining work experience and are being left behind, and are most impacted by the rapidly changing employment economy due to the Covid-19 pandemic. A job is an important step in completing the transition to adulthood, a milestone towards independence and self-reliance. Career exploration, post-secondary planning, and support is recommended for youth who are the first in their family to apply and participate in postsecondary education or training. In addition, youth employment serves as one approach to addressing racial and economic disparities, juvenile delinquency, and neighborhood violence when targeted to youth identified as needing assistance to succeed.

B. Wanda Fullmore Internship Program

The City of Madison Wanda Fullmore Youth Internship Program's goal is to provide high school-age youth who face barriers to employment with work experience and career awareness through placement in a City Department or other related city partner, with support from a non-profit agency. Youth internship programming should provide the opportunity for participants to gain meaningful and relevant experience that will support their educational or career goals and future earning potential. Quality internship programming for youth facing barriers to success in school and employment is one way to address opportunity gaps.

C. Emerging Young Adult Employment Services

The City of Madison Emerging Young Adult Employment Initiative seeks to increase supportive services for disconnected young adults ages 18-26 that will increase the employment, training, and supportive educational opportunities for young adults who are not participating in and face barriers to obtaining job training, education or employment and, due to the Covid-19 pandemic, are left out of the rapidly changing employment and educational economy. The City expects to fund a package of programs that together provide linkage and reconnection points to a continuum of services related to young adult employment and support. Increasing the number of young adult residents obtaining and retaining employment and the ability to earn a family supporting wage.

Programs will be expected to establish partnerships with the private sector, nonprofit organizations, and government agencies that offer youth and young adult employment services. This is to ensure young adults needing additional support, and/or who are aging out of high school, are transferred to existing programs.

D. Adult Employment Services

The City of Madison Adult Employment Initiative seeks to increase employment and training opportunities for adults who face barriers to obtaining employment, are currently unemployed, underemployed, or are being left behind, and are most impacted by the rapidly changing employment economy due to the Covid-19 pandemic. CDD recognizes the

work being done toward the same goals by the Workforce Development Board, Madison College, Dane County, and the United Way's HIRE Initiative and will be requiring collaboration that results in aligning program efforts over the next few years. The City expects to fund a package of programs that together provide a continuum of linguistically and culturally responsive services related to adult employment. Increasing the number of residents obtaining and retaining family-sustaining jobs relies on outcomes in every level of the employment support continuum.

IV. Programmatic Requirements

Recruitment, Intake, and Assessment

Providers should recruit and provide services for an identified targeted population, assess each participant's interests, skills, abilities, and resources, and match them with opportunities that support their future career, academic, and/or educational goals.

Coordination and Resource Linkage

The City of Madison supports the efforts to build a comprehensive youth/young adult and adult employment support system amongst service providers and other key stakeholders. This must involve collaborative relationships with high schools, post-secondary educational institutions, private businesses, community-based organizations, municipal courts, juvenile justice, foster care, human services and workforce development systems providers. Successful employment training, internship, and reconnection support services connect participants to a continuum of appropriate training (traditional, entrepreneurial, and innovative), work experience, and educational opportunities that address a range of skills and abilities as well as age and life stage needs.

This coordinated approach should the necessary conditions for residents to progress from program to program and on to post-secondary employment or education opportunity.

Successful applicants will be those that demonstrate connections to specific communities and/or geographic areas and have existing collaborations with private sector, nonprofit organizations, government agencies, key stakeholders, and other relevant service providers.

Curriculum

Based upon a theory of change, programs will be required to ensure all participants of different ages and needs develop transferable skills, these should include (not limited to) soft skills (i.e. ability to work well with others, self-manage) and life skills (i.e. financial capability, developing support networks) that support positive development building towards a successful transition to adulthood and family supporting wages. Curriculums that offer education and training for specialized employment needs, should be implemented in partnership with business stakeholders to ensure programming builds pathways for participants in specific industries or with specific companies.

Types of Programming and Employment Opportunities

Youth

- Supported community-based work crews for youth gaining first-time work experience.
- Employment training and placement in a supported work environment with a specific mission to provide jobs or paid internship opportunities.
- Career and Educational opportunity awareness and exploration activities, site visits, and job shadowing experiences.
- Supported work crew with projects requiring additional skill development and technical abilities.
- Combined employment and support programming for disconnected youth. Employment/support programming that includes group social/emotional learning and positive peer support components.
- Training and placement in a private business with an interest in supporting opportunities for youth facing barriers to employment.
- Youth gain occupational skills, industry certification or credentials (dual credits, youth apprenticeship), and career exploration or licenses that reduce participant's barriers to active participation in employment.

Young Adults

- Outreach and reconnection services are designed to reengage young adults unattached to employment or education.
- Individual client, basic needs, and education assessments.
- Coordinated care with other service providers.
- Educational support for young adults needing to complete high school, GED or programming that allows for high school graduation.
- Training and placement in a supported work environment with a specific mission to provide jobs or paid internship opportunities
- Supported work crew with projects requiring additional skill development and technical abilities.
- Combined employment and support programming for disconnected youth. Employment/support programming that includes group social/emotional learning and positive peer support components.
- Placement in a private business with an interest in supporting opportunities for young adults facing barriers to employment.
- Youth receives occupational skills, industry certification or credential (dual credits) and career exploration or licenses that reduce participant's barriers to active participation in employment.

Adults

Educational services

- Literacy and basic math skills building, ELL training, GED preparation, and testing support.

Basic needs assessment, referral, and support

- Housing stability, child care, transportation, etc. – case management, assistance with obtaining a driver’s, license, legal clinic.

Employment Readiness Skills

- Collaboration with services that provide, job search techniques, resume writing, job search, completing application, and interview skill development resulting in job interviews.

Education and Career Planning

- Building personal connections and networks, financial capability, and introduction to career possibilities.

Job Related Skills Training

- Training or tutoring in math or other basic skills specific to industry needs.
- Industry-specific training and credentials leading to jobs at a living wage.

On the Job Support

- Follow up/on-the-job coaching, support, and mediation.
- Provide employers with partnering opportunities to expand equitable hiring and retention via the City of Madison’s Department of Civil Rights [RaISE Program](#).

Workplace Support

Providers should provide support to both program participants and their program partners through face-to-face, phone, or e-mail contact as determined by the needs of the employee, educational program, or business partner/supervisor. Providers should work private sector, nonprofit organizations, government agencies, key stakeholders, and other relevant service providers, to provide mentor training to prospective employers to ensure continuity of support and expectations for participants, trainees, or workers, including quality pre-employment, internship, and and/or educational training for all. Participants should have the opportunity to take an active role in planning, implementing, and assessing the program. Programs should consider hiring, and recommending participant graduates to other programs or agencies.

Providers should provide follow-up services with their participants after the participant completes the program, including opportunities to advance to other partner programs or private sector employment.

Theory of change & Measurements of Success

The City of Madison will require applicants to identify the theory of change for participants and how programming will reach the desired outcome. The City of Madison will work with providers to develop standardized outcomes and measures for similar program models. Funded programs must identify clear and measurable outcomes appropriate to employment training services. Those outcomes should demonstrate the program or service, effectiveness in supporting individuals and families in need.

Programmatic Requirements

- Agency staff will have awareness and/or experience in human services education including child/youth development, and basic needs of young adults and families.
- Agency staff will have awareness and/or experience in developing partnerships with other service providers to facilitate referrals and access to supportive services.
- Agency staff will develop individualized plans informed by an assessment of the needs of the individual.
- The Agency will provide services that are culturally and linguistically responsive to the needs of individuals and households of various races, ethnicities, cultures, and socioeconomic levels.
- The Agency will demonstrate a commitment to staff training and continuous improvement for service delivery.
- The Agency will have a demonstrated ability to manage all fiscal and programmatic reporting requirements required to maintain contract compliance.
- The Agency staff members will serve on a workgroup of community providers which will serve as a collaboration hub to assist in the development of related programming.

V. Eligibility

1. Eligibility is open to non-profit organizations and agencies that have obtained tax-exempt status under 26 USC 501(c)(3) OR groups that can secure, as fiscal agents, organizations that have obtained such status. Please see the Fiscal Agent packet available on the Funding Process website for more information. Organizations that are identified to serve as Fiscal Agents on behalf of applicants will be asked to indicate their understanding of the City's expectations and agree to act on the applicant's behalf.
2. Applicants may apply for funding to perform work within one or more of the following services:
 - Youth Employment services
 - Emerging Young Adult Employment services
 - Adult Employment services

Each service type has separate criteria for implementation and reporting. Applicants may apply for funding to perform work within one or more service type. Applicants should be aware of and incorporate best-practice standards outlined in this document in the planning, description, and implementation of their proposals.

3. Eligible expenses include personnel, program/project supplies, space, and special costs. No more than 20% may be applied to overhead or administrative costs. In awarding grants, the City may identify specific uses for allocations. Capital expenses related to the purchase of vehicles or property are not eligible. All awarded funds must be utilized in the timeline outlined in the contract. Funds not expended by the contract end date will not be reimbursed.

Collaborative Proposals

Joint proposals that request funding for multiple agencies participating in a collaborative effort are encouraged. Joint proposals are appropriate when:

- Joint funding would increase program capacity or enable the existence of a program that would not otherwise be possible due to cost burden, staffing capacity, access to participants, or another similar reason.
- Joint funding will reduce administrative burdens for involved agencies.
- Joint funding strengthens the collaboration of agencies involved, the neighborhood, community, or connections between partners.

Note: Potential applicants will be required to attend a 2022 Y EYA & A RFP Workshop, or schedule a conversation with City. Applications will not be accepted from entities that have not attended a workshop or consulted with staff on their proposals.

Target Population

All programs and services focus on lower-income individuals, those who identify as Black, Indigenous, or People of Color (BIPOC), people who identify as LGBTQ+, and immigrants. CDD places a high priority on ensuring that activities and programs are culturally and linguistically responsive to all residents.

Funds Available

The CDD anticipates allocating approximately \$1.9 million through this request for proposal process, however, the availability of funding is dependent upon Common Council decisions, which will be made later this year, regarding the City's 2023 Operating Budget.

2022 Application Process for 2023 Contracts

Contracts awarded through this RFP process may extend up to four years pending the availability of funding in future City operating budgets and satisfactory completion of contract goals.

VI. Timeline

The following dates are tentative, non-binding, and are subject to change.

| Date | RFP Activity |
|---------------------|---|
| May 24, 2022 | Introduce Resolution and Policy Paper to Common Council |
| May 25, 2022 | CSC review and approval – Resolution and Policy Paper |
| June 6, 2022 | Finance Committee |
| June 7, 2022 | Common Council Approval |
| July 5, 2022 | Release of RFP |
| July 2022 | Application Workshops – specific dates TBD |

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| August 18, 2022 | DEADLINE FOR SUBMISSION OF PROPOSALS |
| September 2, 2022 | Email applications and staff recommendations to CSC committee |
| September 2022 | Applicant Presentations – specific dates TBD |
| September 21, 2022 | Community Services Committee Meeting (Finalize Funding Recommendations) |
| October 11, 2022 | Introduction to Common Council |
| October 18, 2022 | Finance Committee Action |
| October 25, 2022 | Common Council Final Action |
| October 26, 2022 | Notification of Awards |
| January 1, 2023 | Anticipated Contract Start Date |