



## Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

*Official submission date and time will be based on the time stamp from the CDD Applications inbox. Late applications will not be accepted*

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. ***Do not attempt to unlock or alter this form.*** Font should be no less than 11 pt.

If you have any questions **related to the content of the application**, please contact: Hugh Wing – [hwing@cityofmadison.com](mailto:hwing@cityofmadison.com) or Yolanda Shelton-Morris – [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com)

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Jen Stoiber – [jstoiber@cityofmadison.com](mailto:jstoiber@cityofmadison.com)

Legal Name of Organization:	Urban League of Greater Madison	Total Amount Requested:	\$ 125,000
Program Name:	Advance Employment Services		
Program or Activity are you Applying for:	<input type="checkbox"/> Youth Employment Services (ages 14-21) <input type="checkbox"/> Youth Employment & Training <input type="checkbox"/> Wanda Fullmore Youth Internship Program <input type="checkbox"/> Young Adult Employment Services (ages 18-26) <input checked="" type="checkbox"/> Adult Employment Services (18+)		
Contact Person:	Ruben L. Anthony, Jr.	Email:	ulgm@ulgm.org
Full Address:	2222 S. Park Street, Madison, WI 53713	Telephone:	(608) 729-1208
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	

### **Organizational Qualifications:**

1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

The mission of the Urban League of 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. The Urban League of Greater Madison (ULGM) has maintained a stable and vibrant 501(c)(3) nonprofit operation serving Dane County since 1968. Our education, employment, and empowerment programs serve more than 3,000 youth, adults, and families each year, and thousands more are impacted through a multitude of community engagement and advocacy efforts. Of the adults served by our ongoing programs each year: nearly 80% were persons of color; 90% were low-income; 53% were male and 47% were female; 60% had young children, 15% had less than a high school diploma or GED; nearly 20% had a recent history of incarceration or criminal background; 13% were non-custodial fathers who were court involved due to child support arrearages.

The purpose of our ADVANCE Employment Program is to recruit, screen, counsel, train, place, and coach un/under-employed adults with multiple employment barriers. In particular, the program aims to serve people of color through a strategy that involves close collaboration with employers that have made a commitment to (1) providing jobs paying at least \$15 per hour with good benefits and career advancement pathways and (2) demonstrated a commitment to racial equity and to building more diverse and inclusive company cultures. The program provides employment-related life skills, work-ready skills, industry- and employer-specific skills training, career guidance, case management and other basic needs assistance, individualized pre- and post-employment support including linkage to other resources, placement into permanent jobs through a network of over 100 business partners, and other supportive services including housing assistance, childcare assistance, transportation assistance, and other supportive services. Over the past 5 years, ULGM has successfully placed over 1,500 individuals into good paying, career pathway jobs with employers such as Exact Sciences, UW Health, CUNA Mutual Group, BMO Harris Bank, SSM Health, and many others.

Demand driven employment services for adults who are furthest from resources and opportunities has been and remains one of the ULGM's largest programmatic areas. Research organizations such as Public/Private Ventures have highlighted the importance of workforce development programs being driven by labor market demand and linked to particular employers and industries. Their Benchmarking Study analyzed 214 programs across the country that served individuals with employment barriers. They found that programs aligned to demand had median placement rates of 64% compared with median placement rates of only 46% for broad employment programs. More importantly, the study found earnings gains 15% to 25% higher for targeted programs compared with broad employment programs. The work of ULGM has been guided by this best-practices research, and we apply these same evidence-based strategies to all of our adult employment services. Much like the P/PV study, our employer-driven academies demonstrate higher success rates. For example, last year our overall training completion and placement rate was 83% and 70% of those individuals were placed into jobs paying \$15 or more per hour. Over the past five years, ULGM has placed over 1,500 job seekers into new or better positions. Last year, of those placed into employment, 77% were persons of color, 69.5% were placed into jobs paying \$15 or more per hour and 49% secured jobs paying \$17 or more per hour. Additionally, 70% of participants increased their wages by at least 20% after participating in one of our programs. Of those served, 90% had incomes below \$20,000 and 67% had incomes below \$10,000 when they enrolled; 40% were the low-income parent of one or more young children; and 23% had a recent history of incarceration.

2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.

The core mission of the Urban League is to authentically engage and serve Black and other individuals, families, and communities of color and those who are low-income. The Urban League's mission and commitment for more than 110 years at the national level and more than 50 years in Madison has been to advance inclusion, diversity, equity, and access and to authentically engage with BIPOC and low-income households and individuals. We practice this commitment in all aspects of our operations and program delivery. We are guided by a board of directors that is 70% persons of color. Likewise, our overall staff team is over 65% persons of color. On average across our programs, those that we serve are 80% persons of color and nearly 90% low-income individuals and families. Despite our historic focus on serving the Black/African American community, more than one-third of those served annually represent other communities of color and low-income communities. Likewise, we serve a diverse age range as well as a roughly equal mix of men and women.

The Urban League works in multiple ways to ensure that our programs and our practices are culturally responsive to the populations who participate. High leverage ways that we ensure cultural responsiveness include:

- Having leadership and program staff that reflects the diversity of the individuals and families that we serve.
- Ensuring that our employer partners demonstrate a commitment to diverse, equitable, and inclusive workplaces.
- Providing training and ongoing support for program staff, employer partners, and others culturally responsive practices.
- Integrating the voice of our clients and the broader Black and other BIPOC communities into our program design and all that we do.
- Engaging in high leverage partnerships such as with the CEI and United Way HIRE partners which each bring unique and vital perspectives from different communities including the Latinx community, formerly incarcerated individuals, women, homeless individuals, and others.
- Coalitional decision making where possible to reflect the diversity of the communities being served.
- Operating two culturally responsive auxiliaries: the ULGM Young Professionals Network and the ULGM Guild.
- A new collaboration with the Rebalanced Life Wellness Association's Black Men's Mental Health Initiative and four distinguished University of Wisconsin faculty to increase ULGM client's access to culturally responsive mental health screening, services, and peer support.

Our commitment to authentically engage with Black and other communities of color extends throughout our entire organization. All of our programs are designed through a culturally responsive framework of empowerment, and we strive to be continually responsive to community needs. For example, in response to the disparate impact of the COVID-19 pandemic on Black and other BIPOC communities, ULGM launched a COVID-19 Workforce Relief & Recover Initiative. We assisted clients who had been laid off with resource referrals and connections to other jobs and we collaborated with nearly 100 employer during the height of the pandemic and during the recovery to serve as bridge between those needing work and those needing workers. Last year, we spearheaded a project with local and national partners aimed at providing education and access to the COVID vaccine. In response to growing disparity in Black homeownership, the ULGM expanded its single-family housing development program in 2020. Likewise, in response to limited culturally relevant homeownership training and counseling services, ULGM is working with various partners to establish a HUD-certified pre- and post-purchase homeownership and financial capability program set to launch later this year. In response to several years of community engagement around the topic of racial wealth disparities, ULGM is taking the lead in a collaborative effort to build a new 80,000 SF Black Business Hub in South Madison. As part of this initiative, ULGM is developing a new Black Business Hub Business Accelerator Program and Loan/Grant

Fund to help provide education, coaching, other technical assistance, access to capital, and a place-based network of local Black entrepreneurs.

The Urban League is also committed to serving as a partner and advisor on myriad of other community initiatives focused on inclusion, diversity, equity, and access. ULGM continues to serve on the United Way-led Law Enforcement & Leaders of Color Collaborative. We provide additional support and resources to the ULGM Young Professionals network as they launch a new professional mentorship program (RAMP) geared to help young professionals of color advance to supervisory, managerial, and other professional roles in the community. We will continue hosting the state's largest gathering of business and community leaders committed to economic inclusion and workforce diversity through our annual Economic Development & Workforce Diversity Conference convened in partnership with MadREP. We will continue serving as an advisor and consultant to organizations undertaking DE&I work, such as our 2020 collaboration with SSM Health and Findorff to embark on ambitious minority contracting and workforce inclusion goals as part of their \$75 million Fish Hatchery Clinic project. We are collaborating with the Energy Foundation to host a series of convenings and strategy sessions to build a community-led agenda for environmental justice. This has led to the development of a renewable energy focused iteration of our Foundations for the Trades Academy. Members of our team will serve on countless board, committees, commissions, task groups, hiring panels, and other initiatives aimed at racial, social, and economic justice.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

The Urban League employs a highly skilled team of workforce development professionals. Our program staff reflects the racial and cultural diversity of those to be served. Currently, our team of 8 full-time team members is 88% persons of color and 50% are female and 50% male. Moreover, a staff survey found that two-thirds of our staff were first generation college graduates. Tenure of these staff on the ULGM team ranges from 1 to 10 years. We also have 2 positions for which we are currently recruiting. All existing program staff have extensive experience working with diverse populations, and all new hires will be required to demonstrate experience working with Black and other communities of color and low-income individuals with employment barriers. All newly hired staff are required to have a degree in a related field OR at least 2 years of workforce development, case management, or related experience. We also encourage our team members to participate in ongoing professional development. For example, staff are active members of the Dane County Employment & Training Network, they attend annual training through the National Urban League's annual Whitney M. Young, Jr. conference, they have attended the YWCA Madison's Racial Justice Summit and participated in YWomen Lead Program, and staff have been part of a community of practice with the National Urban League Project EmpowerU which a community of practice focused on integrated employment counseling, case management, and financial empowerment coaching.

Trista Whitehorse currently serves as the ULGM's Acting Director of Workforce Development Services. Trista has been a member of the ULGM Workforce Development Team for more than 5 years. Prior to her work at the Urban League, she worked with the State of Wisconsin as a Probation and Parole Agent where she managed a caseload of high-risk offenders in both Marquette and Dane County. As an Employment Specialist at the Urban League, she has: managed a large caseload of diverse, adult job seekers; created, developed and facilitated the delivery of training programs, curriculum, outreach, recruitment and retention efforts; worked one-on-one with members to assist in finding sustainable wage careers; provided retention and supportive services to ensure that members had the support they needed to have success on the job; and built relationships with community resources and employer partners. Trista has extensive experience coordinating and facilitating case management meetings for a variety of clients in need, housing, career and mental health services. She also has 10 years of experience in Property

Management of both federally subsidized and market rate apartments and she holds a degree from Edgewood College in Criminal Justice.

Since 2015, Ruben L. Anthony, Jr., PhD has served the the President & CEO. Dr. Anthony has over 30 years of management and leadership experience. He spent nearly 20 years working for the Wisconsin Department of Transportation where he started as a first line supervisor and worked his way up to become the Deputy Secretary and Chief Operations Officer. In that role, he oversaw an operation of 3,600 staff and an annual budget of over \$3.25 billion dollars. He has also worked in the private sector as Senior Vice-President of Bloom Companies, an engineering firm. He is also an entrepreneur with his own firm, RowJAC Consulting. Under his leadership WisDOT reached historically high DBE goals on all mega projects. As a result, his expertise on minority, women, and disadvantaged business procurement has been sought from public and private sector organizations across the country. Among his many other volunteer and community service roles, he is a Deacon at Mt. Zion Baptist Church.

Fiscal management and accounting is provided by a full-time Chief Financial Officer. Jim Horn has served in that role since 2010. Mr. Horn has almost 30 years of financial management experience in the public and private sector. These roles have included work with Dane County, Wisconsin Housing & Economic Development Authority, Porchlight, and other roles. He holds a Business Administration–Finance degree from UW Green Bay and has completed MBA coursework at UW-Milwaukee.

Our Management Team has 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 as well as a local, regional, and national private foundation grants.

### **Partnerships, Collaboration & Coordination**

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.
  - a. Organizations and groups that work with youth, young adults and/or adults.

The Urban League of Greater Madison provides programming that meets the needs of over 3,000 youth and adults of color and other low-income and other under-served youth, adults, and families annually. This includes school-based programs for youth at 11 area middle schools in three area school districts, employment programs for adults, homeownership programs for families, a new small business and entrepreneurship development program, and a wide array of cultural and community engagement activities. Given our long history and commitment to collaboration, ULGM has developed an extensive network of partnerships with non-profit, government, and for-profit businesses and organizations that serve unemployed and under-employed adults. Examples include the Dane County Department of Human Services, United Way of Dane County and United Way 211, Wisconsin Departments of Health & Children and Families, Just Dane, YWCA Madison, Literacy Network, Madison College, Madison and surrounding area school districts, Tenant Resource Center, Urban Triage, Madison Public Libraries, numerous community centers, basic needs agencies, and many others. This vast network serves as a source of referrals into the ADVANCE Employment Program for individuals seeking employment assistance. Conversely, the ADVANCE Employment Program is able to make referrals to these partners for additional resources that support their

career advancement such as housing, childcare, food, transportation, healthcare, and other resources. Other partnerships more specific to ULGM's adult employment programming are described in the next section.

- b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

Pre-employment, career preparation, training, education, and other workforce development services are core competencies of ULGM. Other external workforce development partners include the United Way of Dane County HIRE Initiative and the Wisconsin Department of Workforce Development which provide funding and technical assistance. ULGM is a founding member and current steering committee member in the Dane County Employment & Training Network (ETN) which provides a platform to learn about and partner with other public and private employment and training providers in the region. The Urban League is a certified provider through the Dane County FoodShare Employment & Training Program (FSET), thus allowing participants to fulfill FoodShare training and work requirements by participating in CEI programming. Urban League CEO Dr. Ruben Anthony serves on the Wisconsin Bureau of Apprenticeship Standards. ULGM is also part of the Urban Apprenticeship Jobs Initiative, a joint project between the U.S. Dept. of Labor and the National Urban League to increase access to registered apprenticeship opportunities among Black and other under-represented populations. Operation Fresh Start is a founding and active member of the Madison Youth Employment Network which provides a platform for collaboration with other youth employment agencies, Madison Metropolitan School District, and others. This includes sharing best practices, collaborating on outreach to young adults, and much more. ULGM and LAWD are founding partners in the United Way HIRE Initiative. Our involvement with HIRE offers access to a learning community of practice, a council of employer partners, other adult employment and adult education agencies including Just Dane, Literacy Network, and YWCA Madison. Resources available through the HIRE partnership are described more fully below.

- c. Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

The Urban League works with numerous organizations that are experienced at working with low-income, BIPOC, and other underserved individuals, families and communities. As part of the HIRE Initiative, we collaborate with Centro Hispano of Dane County and Latino Academy of Workforce Development to refer participants who need ESL programming or other language or culturally responsive programming for the Latinx community. We work with Just Dane and Nehemiah Center for Urban Leadership for individuals in need of re-entry services. We work with the Madison Black Chamber of Commerce and the Latino Chamber of Commerce for individuals seeking small business assistance. We refer individuals to Urban Triage for housing assistance. We work with Literacy Network for individuals seeking adult basic education, GED, and ESL services. We work with the Urban League Young Professionals Network and the Urban League Guild to recruit volunteers to assist with our programming. We work with the Latino Academy for Workforce Development for individuals seeking Bilingual Construction Training and with Operation Fresh Start for young adults seeking construction skills training.

2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

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. We collaborate annually with over 100 partners including non-profits, government, education, and business. Many of these collaborations are described above. This includes partnerships with public and private community service agencies that will refer job seekers to ULGM for employment services and a similarly robust network of community service agencies that will provide supportive service resources such as housing, food, childcare, transportation, legal, and other services. Several of our most notable partnerships include:

The United Way HIRE initiative is a key resource, supporter, and partner of the ADVANCE Employment Program. The HIRE Collaborative works closely with United Way Born Learning and other early childhood programs to accept referrals and prioritize services to low-income parents with young children and with United Way 211 as a gateway into the ADVANCE Employment Program. Through HIRE, participants in ULGM employment programming have access to a housing case manager and funds for emergency rental or funding assistance through YWCA Madison. Likewise, through HIRE, participants have access to a micro-loan program administered by Just Dane to help with emergency expenses. Childcare assistance is another resource that will be available to participants as part of the HIRE partnership. This includes direct funding for childcare as well as a childcare navigator designated to the HIRE partnership at 4-C to help families access and navigate other child care assistance resources and locate high-quality child care services for their young children. MOU attached.

UW Health: For more than ten years, ULGM and UW Health have collaborated on the Healthcare Administration Training and Medical Schedule Academies. This grew to become the flagship model that ULGM has replicated across employers and industries. Our partnership was awarded a DWD Fast Forward grant in 2017 that trained and placed 75 un/under-employed people into jobs with average wage gains of \$5.02/hr. Due to the pandemic, Wisconsin's healthcare workforce has been doubly impacted by both historically low unemployment and by record high turnover. Approximately 20% of the healthcare workforce left the industry in 2021. As a result, UW Health currently has an average of 2,000 job openings in the Madison region. Among these openings are numerous family-sustaining, career-pathway opportunities including Medical Specialists, Nursing Assistants, and Phlebotomists. ULGM and UW Health will work to sustain, enhance, and expand our programming together to help prepare job seekers for these and many other opportunities.

Exact Sciences and ULGM have had a successful partnership for nearly five years. As of December 2021, the partnership had enrolled nearly 120 unemployed and underemployed adults in training, with 95% of trainees completing the program and 85% securing employment after training. Of those placed into employment, 76% were persons of color; 11% were individuals with a disability; 12% were ex-offenders; 94% were placed in positions paying \$15 or more per hour; 57% were placed in positions paying \$17 or more per hour; and average hourly wage increase for under-employed trainees was \$3.20. To build on this partnership, we recently launched the Molecular Diagnostics Career Academy which is designed to recruit, screen, train, place, and coach at least 90 job seekers over the next two years for entry into one of the 430 projected bio-medical positions with Exact Sciences. Starting wages range from \$17 to \$28/hr plus great benefits and abundant advancement opportunities. Letter of support attached.

BMO Harris Bank: In 2022, ULGM and BMO Harris Bank piloted a new accelerated career academy called BMORE. The program was co-created by ULGM and BMO based on a similar project in the Chicago area. BMO and the BMORE program model seek to remove barriers to employment and create talent strategies in targeted African American and Latino communities as a means of entry into the financial services industry and to help diversify the composition of its workforce. An integrated curriculum was developed that combined ULGM's foundational career readiness skills with content and skills development specific to BMO's Customer Experience roles. BMO provided curriculum, instructors, "day in the life" exposure, and pre-engagement with branch managers. Once hired, graduates receive extensive onboarding support, onboarding check-ins, and additional training. After 4 months of employment the participants will be paired with a mentor from one of BMO's employee resource groups. We plan to expand and run this program at least twice next year.

Agrace Hospice: In 2021, ULGM and Agrace Hospice launched a new CNA Pathway Training to prepares individuals for a career in caregiving by offering work readiness training coupled with training modules on company culture, working with “end of life” Patients and skill lab tours. Members can enter Agrace as a caregiver, and prepare for the the opportunity to be CNA Certified on the job after 6 months of employment. Once theyre working as a CNA with Agrace for a year they become eligible for a \$5,000/yr. Scholarships to work toward becoming a Registered Nurse.

Dane County FoodShare Consortium: ULGM is a member of the Region 10 FoodShare Employment & Training Consortium (FSET). As such, participation in ULGM's ADVANCE Employment Program can help individuals fulfill work and work readiness requirements to maintain their food assistance benefits. As part of the FSET consortium, we also benefit from case management collaboration opportunities, referrals to and from other FSET programs, FSET supportive services, and more.

Southwest Madison Employment Center: As a partner with the City of Madison in the operation of the Southwest Madison Employment Center, ULGM will work closely to integrate some of the programming described above into the Center where appropriate. For example, we will host Molecular Diagnostics Career Academy classes at the Center given its proximity to Exact Sciences, and we will leverage the center as a portal to all of the programming described in this proposal.

My Brother's Keeper (MBK) Challenge is a public–private partnership launched by former United States President Barack Obama. The initiative was a call to action for communities to address persistent opportunity gaps for men of color and help them reach their potential. The City of Madison has provided funding to the Urban League to provide a variety of different programming that was identified when Madison took the MBK challenge. This includes a collaboration between the Urban League, Legal Action of Wisconsin, Foley & Lardner Law Firm, and the Wisconsin Association of African American Lawyers to provide free legal assistance to assist individuals with arrest removal and correction, expungement of convictions, and more recently assistance with the pardon process to help remove legal barriers to employment. Clinics will be offered approximately once per month and participants in ULGM employment programs will be given priority to enroll in the limited number of available slots.

Dane County: ULGM contracts with Dane County Department of Human Services for a full time Economic Support Specialist (ESS). The ESS worker will be able to assist participants with the application process for various 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. Contract attached.

As a partner in the Construction Employment Initiative, Advance Employment Services will refer individuals who are interested in construction trades related career opportunities to the CEI program.

ULGM is proud to engage and these, and many other partnerships. Moreover, we will continue to engage in partnership development with government, non-profits, and employers that enhances our programming, accessibility to our services, and supplemental resources that assist our clients in advancing their career goals.

### **Program Design**

1. Describe the organization’s program and proposed service delivery plan including recruitment and selection of participants, individual assessment process, anticipated number to be served, who will be served, duration, location, and goals.



The mission of ADVANCE Employment Services is to provide demand-driven, career-pathway employment and training services that help low-income individuals and families with multiple employment barriers become economically self-sufficient. We offer work readiness assessment; individualized employment planning; foundational work readiness training; accelerated career academies focused on in-demand industries (construction, healthcare, molecular diagnostics, finance/insurance, education, and others); fatherhood support and development programming for non-custodial fathers; job search and job placement assistance; job retention and advancement case management; and a network of referral partners for other support services. We have a network of over 30 business partners that will help us train at least 200 individuals and place at least 70% into stable, career pathway jobs that pay at least \$15 per hour, offer healthcare and good benefits, and provide ample opportunities for growth.

**ASSESSMENT & ENROLLMENT:** The assessment, selection, and onboarding process for participants consists of three parts: (1) Information Session; (2) Enrollment Process; and (3) Individualized Employment Planning. Informational sessions give potential participants an overview of the industry, career outlooks, work requirements, and career pathways. We also review program guidelines and expectations, attendance requirements, training schedule, and curriculum. The enrollment process includes a paper or online application followed by a one-on-one interview. During this process we collection information about current and past employment status, household income, and dozens of other work readiness factors. We use components of the National Work Readiness Assessment to assess work readiness skills. Finally, each participant completes an individualized employment plan. The plan addresses both short- and long-term training and employment goals along with a plan to address barriers such as housing, child care, and transportation.

**INDIVIDUALIZED COACHING AND CASE MANGEMENT:** Once enrolled in the program, each participant is assigned to an Employment Specialist/Coach/Case Manager. Each participant receives a minimum of 8 hours of one-on-one assessment, counseling, and coaching prior to and during training; at least 1 hour per week of individualized coaching from the time they complete training until they secure employment; and at least 1 hour per month of coaching and case management for a minimum of 1 year after they secure employment. Once employed, ULGM staff will provide individualized coaching, including follow up with the employer and the employee at a 7, 15, 30, 60, 90-day intervals and then monthly for at least 12 months. Staff is able to help participants troubleshoot challenges and access supports. We will host “alumni events” at least twice per year to stay connected with graduates, and to ensure opportunities for graduates to come together to sustain the peer support and networking that was established with their peers during training. These sessions will also include presentation of information on a career advancement related topic.

**FOUNDATIONAL WORK READINESS:** Participants requiring basic work readiness skills, or those unsure of their career interest will be enrolled in our Foundations Work Readiness Academy. This programming is modularized and runs up to 100 over 5 weeks depending on each individual’s needs. Modules include computers, workplace communication skills, job search skills, financial management skills, and career planning.

**ACCELERATED CAREER ACADEMIES:** These academies are co-created with our business partners and designed in real-time to respond to local business demand, and with extensive business involvement. Current academies include Healthcare Administration, Medical Scheduler, Introduction to Pharmacy Technician, Molecular Diagnostics, Finance & Insurance, Certified Nursing Assistant, Commercial Driver’s License (CDL), K-12 Para-Educator, and the Urban Educator Pipeline to help individuals gain licensure as elementary teachers. Academies are modified and added based on employer demand. Academies typically range from 100 to 224 hours over 4 to 8 weeks, Mondays through Fridays, from 4 to 8 hours per day. Day and evening options are available. We will run at least 12 career academies annually.

Some of our many key partners include Exact Sciences, UW Health, SSM Health, BMO Harris Bank, Agrace, American Family Insurance, 5 area school districts, CUNA Mutual Group, and many others.

For individuals interested in construction and trades career opportunities, we will refer them to the Construction Employment Initiative, which is a collaboration between the Urban League, Latino Academy of Workforce Development and Operation Fresh Start. The Construction Employment Initiative provides a robust array of construction and apprenticeship readiness training aimed at serving people of color and women.

**EMPLOYER ENGAGEMENT:** Employer partners volunteer as instructors, serve as program design and curriculum advisors, volunteer as mock interviewers, and provide job shadowing and internship opportunities. In many cases, these employers provide guaranteed interviews to our trainees. Our employer engagement strategy also includes Featured Employer Seminars. In some instances, employers conduct onsite application and interview screening. Our employer engagement initiatives also includes an annual Workplace Diversity Summit.

**JOB PLACEMENT:** All participants are assigned to an Employment Specialist/Coach/Case Manager who provides individualized assistance with their job search including establishing and monitoring a job search plan with goals and timelines. Academy graduates receive individualized assistance with their job search, including help developing a job search plan, access to print and online job listings, and help navigating online employment applications. In addition, participants receive coaching on résumé and cover letter composition, and creating professional documents geared to the expectations of the specific industry to which they're applying. We leverage our network of business relationships to facilitate placement. We check-in with participants at least once per week during the first 60 days after training and at least monthly thereafter to set job search goals and monitor progress.

**FATHERHOOD SUPPORT & DEVELOPMENT PROGRAMMING:** ULGM operates one of region's longstanding fatherhood support and development programs. In addition to employment services, we offer parenting support, and legal support and advocacy within the child support system. Also, through a new collaboration with the Rebalanced Life Wellness Association's Black Men's Mental Health Initiative and four distinguished University of Wisconsin faculty, we are increasing clients access to culturally responsive mental health screening, services, and peer support.

**COORDINATION AND RESOURCE LINKAGE:** ULGM will draw upon numerous other internal and external resources to support participants. As needed, we provide: bus passes and gas vouchers for travel to and from training and work; through the HIRE Initiative we have a dedicated part-time housing case manager and funds for emergency rental assistance and security deposits; assistance through the YWCA Driver's License Recovery Program; and more. Our programming uses a cohort model to foster an environment of peer support and encourages trainees to maintain these networks after training both as a support network, and as a professional network to help with job search and future advancement opportunities. ULGM contracts with Dane County for a dedicated Economic Support Specialist who can help participants navigate public assistance programs including Wisconsin Shares childcare assistance program, FoodShare, FSET, BadgerCare, and other work support services. ULGM is also founding members of Parsley (formerly Opportunity Calculator), a national DreamUp Challenge winner that has developed the first of its kind technology tool to bring together employer benefits, public benefits and personalized workforce training in one place to help individuals navigate the benefits cliff and advance their careers.

Our core goals for next year are to provide providing services to at least 300 people, including: jobs skills training to at least 250 individuals; job placement to least 200 individuals; at least 65% of those being jobs paying \$15 or more per hour and 35% being jobs paying \$17 or more per hour; at least 70% of those placed maintain employment for at

least 6 months; at least 80% of those served being persons of color; and at least 90% of those served being low income individuals.

2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.

Given our track record of providing adult employment services for over 50 years, word of mouth from past program participants and reputation in the community in the number one way in which people find out about our programs.

Other outreach and recruitment activities will leverage our extensive network of community partners and multiple communication channels. Our recruitment strategies and channels include: (1) identifying prospective participants from the thousands of existing clientele served across all of ULGM's programs annually; (2) formal referrals from public sector workforce and related agencies including the Dane County Job Center, DCHS, FSET Program, DVR, WorkSmart Network, and others; (3) Other community service agencies including neighborhood centers, community corrections agents, school counselors, alternative education programs, neighborhood based police officers and others; and (4) broad outreach efforts through each partners' email distribution, websites, and social media channels.

Through these channels we will: disseminate at least 5,000 informational flyers; host 20 community-based info sessions; host informational tables at 12 or more community events; neighborhood canvassing in under-served neighborhoods at least 2x per month; post at least monthly on social media, email, and web reaching at least 10,000 people; distribute information to low-income parents through the ULGM's 11 school-based staff; make presentations to at least 12 industry partners or contractors; invite prior trainees to recruitment sessions and encourage them to make referrals of their friends, family and others; and more.

Our outreach strategy will also include special efforts to engage and serve the parents of low-income K-12 children. We will leverage our presence and partnerships with 11 area middle schools to support this outreach and mitigate the siloes between our adult employment and youth education initiatives. Our Workforce Recruitment Manager will work with our Education Team to identify parents who could benefit from our employment services. For example: we will utilize the home visits and parent engagement events and workshops conducted by our education team members to link parents with our workforce programs; we will host orientation sessions within each MMSD school attendance area where we operate; our workforce team will be present at sporting and other key school events; and we will disseminate information through school newsletters and social media.

Classroom training and other programming locations are also key features of our commitment to accessibility. Programming locations are located in the neighborhoods where our target populations reside. All locations are also easily accessible by bus. This include the Urban League (2222 S. Park Street) and the Southwest Madison Employment Center (1233 McKenna Blvd.)

3. Describe how your program includes input or suggestions from target population served in your program design and operation.

Participant engagement and feedback is a core principle in our service delivery model. We engage with and collect feedback from participants using a variety of methods. At the conclusion of each class, we administer a satisfaction survey. Likewise, 2x/year we administer a satisfaction survey to get feedback on our case management services. We also gather feedback informally through our one-on-one coaching interactions. The results are compiled, shared, and analyzed by program staff, executive leadership, and employer partners. Other participant and community

engagement effort include encouraging participants to volunteer for ULGM events and activities; participate in our social media networks; attend networking events; attend community engagement activities such as the Unity Picnic, MLK Holiday events, and others.

We also work actively to engage with and collect feedback from employers. Each of our career academies is guided by an Advisory Council of employers. These councils help guide program design, assist with curriculum development, provide instructors, assist with screening trainees, host worksite tours/training, offer job shadowing, and more. Employer Councils meet after every academy to review the results of the program, including the customer satisfaction surveys, and make recommendations for future programming.

These engagement and feedback channels have been an indispensable tool in our engagement efforts. Some recent examples of ways in which program goals and service delivery have been modified based on these engagements include establishing a new training and outreach location on the southwest side of town to increase program accessibility; adjusted program hours to include evening academies, evening and Saturday drop-in hours; new classes in the areas of insurance, molecular diagnostics, pharmacy technician, commercial driver's license, and K-12 teacher licensing, and more. In response to feedback about under-representation of Black and other BIPOC communities in supervisory and managerial roles, we are launching a new program aimed at helping individuals advance into more professional roles. Through a partnership with the Urban League Young Professionals Network, our Retaining, Advancing, Mentoring Professionals (RAMP) program will provide cohort and individualized networking and professional career mentorship.

### **Theory of Change & Logic Model**

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:
  - a. Past service outcomes and other accomplishments that validate your approach.
  - b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.
  - c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.

Demand driven employment services for adults who are furthest from resources and opportunities has been and remains one of the ULGM's largest programmatic areas. The ADVANCE Employment Services workforce development platform is built on a framework of proven practices that includes (1) being labor market and employer demand driven in our program design; (2) being agile and responsive to the needs of our community and the constituents that we serve; (3) being collaborative in our approach and leveraging other internal and external resources; (4) ensuring all programming is culturally responsive; and (5) ensuring services are individualized to the needs of each participant.

Research organizations such as Public/Private Ventures have highlighted proven that models using these underlying principles demonstrate higher success rates. Their Benchmarking Study analyzed 214 programs across the country that served individuals with employment barriers. They found that programs aligned to demand had median placement rates of 64% compared with median placement rates of only 46% for broad employment programs. More importantly, the study found earnings gains 15% to 25% higher for targeted programs compared with broad employment programs. The work of ULGM has been guided by this best-practices research, and we apply these same evidence-based strategies to all of our adult employment services. Much like the P/PV study, our employer-driven academies demonstrate higher success rates. For example, last year our overall training completion and placement

rate was 83% and 70% of those were placed into jobs paying \$15 or more per hour. Over the past five years, ULGM has placed over 1,500 job seekers into new or better positions. Last year, of those placed into employment, 77% were persons of color, 69.5% were placed into jobs paying \$15 or more per hour and 49% secured jobs paying \$17 or more per hour. Additionally, 70% of participants increased their wages by at least 20% after participating in one of our programs. Of those served, 90% had incomes below \$20,000 and 67% had incomes below \$10,000 when they enrolled; 40% were the low-income parent of one or more young children; 53% were male and 47% were female; 60% had young children, 15% had less than a high school diploma or GED; nearly 20% of adults had a recent history of incarceration or criminal background; 13% were non-custodial fathers who were court involved due to child support arrearages.

2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

Participant engagement and feedback is a core principle in our service delivery model. We engage with and collect feedback from participants using a variety of methods. At the conclusion of each class, we administer a satisfaction survey. Likewise, 2x/year we administer a satisfaction survey to get feedback on our case management services. We also gather feedback informally through our one-on-one coaching interactions. The results are compiled, shared, and analyzed by program staff, executive leadership, and employer partners. Other participant and community engagement effort include: encouraging participants to volunteer for ULGM events and activities; participate in our social media networks; attend networking events; attend community engagement activities such as the Unity Picnic, MLK Holiday events, and others.

We also work actively to engage with and collect feedback from employers. Each of our career academies is guided by an Advisory Council of employers. Councils help guide program design, assist with curriculum development, provide instructors, assist with screening trainees, host worksite tours/training, offer job shadowing, and more. Employer Councils meet after every academy to review the results of the program, including the customer satisfaction surveys, and make recommendations for future programming.

These engagement and feedback channels have been an indispensable tool in our engagement efforts. Some recent examples of ways in which program goals and service delivery have been modified based on these engagements include: establishing a new training and outreach location on the southwest side of town to increase program accessibility; adjusted program hours to include evening academies, evening and Saturday drop-in hours; new classes in the areas of insurance, molecular diagnostics, pharmacy technician, commercial driver's license, and K-12 teacher licensing, and more.

In response to feedback about under-representation of Black and other BIPOC communities in supervisory and managerial roles, we are launching a new program aimed at helping individuals advance into more professional roles. Through a partnership with the Urban League Young Professionals Network, our Retaining, Advancing, Mentoring Professionals (RAMP) program will provide cohort and individualized networking and professional career mentorship.

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services.

ULGM is committed to continuing the strategies outlined above that have led to successful involvement of service recipients and other stakeholders in the ongoing design and improvement of our programming. We will collect feedback from program participants through surveys, one-on-one interviews, and through other informal interactions.

We will review this feedback after each class to improve programming as needed. Similarly, we will collect feedback through surveys and focus groups semi-annually to collect feedback on our job placement and post-placement case management services. We gather similar feedback from employers in the community and continue to coordinate an Advisory Committee for each of our training academies to make sure that our work is aligned to high quality jobs.

**Budget** - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.



## Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

*Official submission date and time will be based on the time stamp from the CDD Applications inbox. Late applications will not be accepted*

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. ***Do not attempt to unlock or alter this form.*** Font should be no less than 11 pt.

If you have any questions **related to the content of the application**, please contact: Hugh Wing – [hwing@cityofmadison.com](mailto:hwing@cityofmadison.com) or Yolanda Shelton-Morris – [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com)

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Jen Stoiber – [jstoiber@cityofmadison.com](mailto:jstoiber@cityofmadison.com)

Legal Name of Organization:	Urban League of Greater Madison	Total Amount Requested:	\$ 200,000
Program Name:	Construction Employment Initiative		
Program or Activity are you Applying for:	<input type="checkbox"/> Youth Employment Services (ages 14-21) <input type="checkbox"/> Youth Employment & Training <input type="checkbox"/> Wanda Fullmore Youth Internship Program <input checked="" type="checkbox"/> Young Adult Employment Services (ages 18-26) <input checked="" type="checkbox"/> Adult Employment Services (18+)		
Contact Person:	Ruben L. Anthony, Jr.	Email:	ulgm@ulgm.org
Full Address:	2222 S. Park Street, Madison, WI 53713	Telephone:	(608) 729-1208
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	

### **Organizational Qualifications:**

1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

The Urban League of Greater Madison is applying on behalf of the partners in the Construction Employment Initiative (CEI). CEI is a consortium of the Latino Academy of Workforce Development, Operation Fresh Start, and Urban League of Greater Madison.

The mission of the Urban League of 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. The Urban League of Greater Madison (ULGM) has maintained a stable and vibrant 501(c)(3) nonprofit operation serving Dane County since 1968. Our education, employment, and empowerment programs serve more than 3,000 youth, adults, and families each year, and thousands more are impacted through a multitude of community engagement and advocacy efforts. Of the adults served by our ongoing programs each year: nearly 80% were persons of color; 90% were low-income; 53% were male and 47% were female; 60% had young children, 15% had less than a high school diploma or GED; nearly 20% of adults had a recent history of incarceration or criminal background; 13% were non-custodial fathers who were court involved due to child support arrearages.

The Construction Employment Initiative (CEI) was formed in 2014 to build a new workforce solution aimed at increasing the pipeline of people of color and women who are entering Dane County's construction workforce. CEI is a consortium of Latino Academy of Workforce Development, Operation Fresh Start, and Urban League of Greater Madison. The purpose of CEI to prepare and connect people of color and women to stable, good paying, career pathway jobs in construction trades and related industries where people of color and women are vastly under-represented. CEI provides employment-related life skills, work-ready skills, construction and other industry-specific skills training, hands-on construction and safety skills training, paid work experiences, career guidance, case management and other basic needs assistance, individualized pre- and post-employment support including linkage to other resources, placement into permanent jobs through a network of dozens business partners and apprenticeship programs, and other supportive services including adult education and language skills, housing assistance, childcare assistance, and other supportive services.

Demand driven employment services for adults who are furthest from resources and opportunities has been and remains one of the ULGM's largest programmatic areas. Research organizations such as Public/Private Ventures have highlighted the importance of workforce development programs being driven by labor market demand and linked to particular employers and industries. Their Benchmarking Study analyzed 214 programs across the country that served individuals with employment barriers. They found that programs aligned to demand had median placement rates of 64% compared with median placement rates of only 46% for broad employment programs. More importantly, the study found earnings gains 15% to 25% higher for targeted programs compared with broad employment programs. The work of ULGM has been guided by this best-practices research, and we apply these same evidence-based strategies to all of our adult employment services. Much like the P/PV study, our employer-driven academies demonstrate higher success rates. For example, last year our overall training completion and placement rate was 83% and 70% of those were placed into jobs paying \$15 or more per hour. Over the past five years, ULGM has placed over 1,500 job seekers into new or better positions. Last year, of those placed into employment, 77% were persons of color, 69.5% were placed into jobs paying \$15 or more per hour and 49% secured jobs paying \$17 or more per hour. Additionally, 70% of participants increased their wages by at least 20% after participating in one of our program.



Of those served, 90% had incomes below \$20,000 and 67% had incomes below \$10,000 when they enrolled; 40% were the low-income parent of one or more young children; and 23% had a recent history of incarceration.

As a collaborative, the experience and impact of the Construction Employment Initiative is similar. Despite the pandemic, over the last two years, the CEI partners have enrolled 204 individuals in training; maintained an 83% completion rate with 169 individuals completing training and earning one or more industry recognized credentials; and placed 82% of graduates (n=140) into employment. Of those placed into employment: 71% were placed in jobs paying \$15 or more per hour; 60% in jobs paying \$17 or more per hour; and 54% of these individuals increased their hourly wages by more than 20% after completing one of the CEI programs. Importantly, 80% those securing employment were persons of color, and 10% were female, thus far exceeding their overall representation in the construction industry.

2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.

The core mission of the Urban League is to authentically engage and serve Black and other individuals, families, and communities of color and those who are low-income. The Urban League's mission and commitment for more than 110 years at the national level and more than 50 years in Madison has been to advance inclusion, diversity, equity, and access and to authentically engage with BIPOC and low-income households and individuals. We practice this commitment in all aspects of our operations and program delivery. We are guided by a board of directors that is 70% persons of color. Likewise, our overall staff team is over 65% persons of color. On average across our programs, those that we serve are 80% persons of color and nearly 90% low-income individuals and families. Despite our historic focus on serving the Black/African American community, more than one-third of those served annually represent other communities of color and low-income communities. Likewise, we serve a diverse age range as well as a roughly equal mix of men and women.

The Urban League works in multiple ways to ensure that our programs and our practices are culturally responsive to the populations who participate. High leverage ways that we ensure cultural responsiveness include:

- Having leadership and program staff that reflects the diversity of the individuals and families that we serve.
- Ensuring that our employer partners demonstrate a commitment to diverse, equitable, and inclusive workplaces.
- Providing training and ongoing support for program staff, employer partners, and others culturally responsive practices.
- Integrating the voice of our clients and the broader Black and other BIPOC communities into our program design and all that we do.
- Engaging in high leverage partnerships such as with the CEI and United Way HIRE partners which each bring unique and vital perspectives from different communities including the Latinx community, formerly incarcerated individuals, women, homeless individuals, and others.
- Coalitional decision making where possible to reflect the diversity of the communities being served.
- Operating two culturally responsive auxiliaries: the ULGM Young Professionals Network and the ULGM Guild.
- A new collaboration with the Rebalanced Life Wellness Association's Black Men's Mental Health Initiative and four distinguished University of Wisconsin faculty to increase ULGM client's access to culturally responsive mental health screening, services, and peer support.

Our commitment to authentically engage with Black and other communities of color extends throughout our entire organization. All of our programs are designed through a culturally responsive framework of empowerment, and we

strive to be continually responsive to community needs. For example, in response to the disparate impact of the COVID-19 pandemic on Black and other BIPOC communities, ULGM launched a COVID-19 Workforce Relief & Recover Initiative. We assisted clients who had been laid off with resource referrals and connections to other jobs and we collaborated with nearly 100 employer during the height of the pandemic and during the recovery to serve as bridge between those needing work and those needing workers. Last year, we spearheaded a project with local and national partners aimed at providing education and access to the COVID vaccine. In response to growing disparity in Black homeownership, the ULGM expanded its single-family housing development program in 2020. Likewise, in response to limited culturally relevant homeownership training and counseling services, ULGM is working with various partners to establish a HUD-certified pre- and post-purchase homeownership and financial capability program set to launch later this year. In response to several years of community engagement around the topic of racial wealth disparities, ULGM is taking the lead in a collaborative effort to build a new 80,000 SF Black Business Hub in South Madison. As part of this initiative, ULGM is developing a new Black Business Hub Business Accelerator Program and Loan/Grant Fund to help provide education, coaching, other technical assistance, access to capital, and a place-based network of local Black entrepreneurs.

The Urban League is also committed to serving as a partner and advisor on myriad of other community initiatives focused on inclusion, diversity, equity, and access. ULGM continues to serve on the United Way-led Law Enforcement & Leaders of Color Collaborative. We provide additional support and resources to the ULGM Young Professionals network as they launch a new professional mentorship program (RAMP) geared to help young professionals of color advance to supervisory, managerial, and other professional roles in the community. We will continue hosting the state's largest gathering of business and community leaders committed to economic inclusion and workforce diversity through our annual Economic Development & Workforce Diversity Conference convened in partnership with MadREP. We will continue serving as an advisor and consultant to organizations undertaking DE&I work, such as our 2020 collaboration with SSM Health and Findorff to embark on ambitious minority contracting and workforce inclusion goals as part of their \$75 million Fish Hatchery Clinic project. We are collaborating with the Energy Foundation to host a series of convenings and strategy sessions to build a community-led agenda for environmental justice. This has led to the development of a renewable energy focused iteration of our Foundations for the Trades Academy. Members of our team will serve on countless board, committees, commissions, task groups, hiring panels, and other initiatives aimed at racial, social, and economic justice.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

The CEI partners employ a highly skilled team of workforce development professionals. Our program staff reflects the racial and cultural diversity of those to be served. A total of 10 team members will allocate portions of their time to delivering CEI programming. Of that team, 70% are persons of color, 30% are female, and 30% are bilingual English-Spanish speakers. The members of the LAWD team all have first-hand experience being immigrants and working with the immigrant population. Each also has from one to three experience in the workforce development field. Similarly, the OFS team has from 7 to 22 years of experience in the field. The Construction Training Manager has 10 years of experience as Carpenter Apprentice, Foreman and Superintendent, 8 years of experience as a Carpenter Apprenticeship Instructor with NCSRCC Local #314 Carpenter's Union, and is also certified to instruct Rigging, Aerial lifts (boom and scissor), and is a certified OSHA trainer. ULGM's Construction Program Manager has over 35 years of experience working in the trades and eventually supervising skilled labor. He was one of the first African American apprentices at We-Energies. He has worked as a Senior Power Plant Mechanic, Process Analyst, HR Consultant, and Operations Supervisor. He served previously as co-chair of the line mechanics apprenticeship review board where he assisted over 30 people of color and women get hired into the trades. He assisted the first female ever to get hired

by the Milwaukee Fire Department, he helped start an alliance with Milwaukee Technical high school to increase awareness of job opportunities in the line mechanic field, and he co-founded the African American Network which helped to guide the career path for aspiring employees who sought to improve their employment situations. Other team members experiences includes extensive experience working with young adults, curriculum development experience, project management, crew supervision, and ownership/management of a construction company.

In addition to our highly experienced program staff, ULGM employs a skilled management team that will oversee the grant.

Trista Whitehorse currently serves as the ULGM's Acting Director of Workforce Development Services. Trista has been a member of the ULGM Workforce Development Team for more than 5 years. Prior to her work at the Urban League, she worked with the State of Wisconsin as a Probation and Parole Agent where she managed a caseload of high-risk offenders in both Marquette and Dane County. As an Employment Specialist at the Urban League, she has: managed a large caseload of diverse, adult job seekers; created, developed and facilitated the delivery of training programs, curriculum, outreach, recruitment and retention efforts; worked one-on-one with members to assist in finding sustainable wage careers; provided retention and supportive services to ensure that members had the support they needed to have success on the job; and built relationships with community resources and employer partners. Trista has extensive experience coordinating and facilitating case management meetings for a variety of clients in need, housing, career and mental health services. She also has 10 years of experience in Property Management of both federally subsidized and market rate apartments and she holds a degree from Edgewood College in Criminal Justice.

Since 2015, Ruben L. Anthony, Jr., PhD has served the the President & CEO. Dr. Anthony has over 30 years of management and leadership experience. He spent nearly 20 years working for the Wisconsin Department of Transportation where he started as a first line supervisor and worked his way up to become the Deputy Secretary and Chief Operations Officer. In that role, he oversaw an operation of 3,600 staff and an annual budget of over \$3.25 billion dollars. He has also worked in the private sector as Senior Vice-President of Bloom Companies, an engineering firm. He is also an entrepreneur with his own firm, RowJAC Consulting. Under his leadership WisDOT reached historically high DBE goals on all mega projects. As a result, his expertise on minority, women, and disadvantaged business procurement has been sought from public and private sector organizations across the country. Among his many other volunteer and community service roles, he is a Deacon at Mt. Zion Baptist Church.

Fiscal management and accounting is provided by a full-time Chief Financial Officer. Jim Horn has served in that role since 2010. Mr. Horn has almost 30 years of financial management experience in the public and private sector. These roles have included work with Dane County, Wisconsin Housing & Economic Development Authority, Porchlight, and other roles. He holds a Business Administration–Finance degree from UW Green Bay and has completed MBA coursework at UW-Milwaukee.

Our Management Team has 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 as well as a local, regional, and national private foundation grants.

## **Partnerships, Collaboration & Coordination**

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.
  - a. Organizations and groups that work with youth, young adults and/or adults.

Each of the CEI partners has extensive experience working with unemployed and under-employed adults who face multiple barriers to employment.

As described above, the Urban League of Greater Madison provides programming that meets the needs of over 3,000 youth and adults of color and other low-income and other under-served youth, adults, and families annually. This includes school-based programs for youth at 11 area middle schools in three area school districts, employment programs for adults, homeownership programs for families, a new small business and entrepreneurship development programs, and a wide array of cultural and community engagement activities. Operation Fresh Start is the one of Dane County's leading organizations working to empower emerging adults ages 16-24 on a path to self-sufficiency through education, mentoring and employment training. Since 1970, Operation Fresh Start has empowered more than 8,000 emerging adults to find a pathway to a family-sustaining career. The Latino Academy of Workforce Development is one of the leading organizations in Dane County working to strengthen the Latinx community by providing linguistically and culturally competent adult education programming that advances opportunities to ensure that individuals and families thrive socially, economically, and civically. In 2021, the Latino Academy of Workforce Development provided 5,870 hours of adult basic education and GED instruction to 2,209 individuals, helped 248 individuals obtain industry recognized credentials, and placed 77 job seekers into full time jobs paying \$15 or more per hour with great benefits.

Given our long histories and commitment to collaboration, the CEI partners have collectively developed a vast network of partnerships with non-profit, government, and for-profit businesses and organizations that serve youth, young adults, and adults. Examples include the Dane County Department of Human Services, United Way of Dane County and United Way 211, Wisconsin Departments of Health & Children and Families, Just Dane, YWCA Madison, Literacy Network, Madison College, Madison and surrounding area school districts, Tenant Resource Center, Urban Triage, Madison Public Libraries, numerous community centers, basic needs agencies, and many others. This vast network serves as a source of referrals into CEI programs for individuals seeking employment assistance. Conversely, CEI is able to make referrals to these partners for additional resources that support their career advancement such as housing, childcare, food, transportation, healthcare, and other resources. Other partnerships more specific to CEI's adult employment programming are described in the next section.

- b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

Pre-employment, career preparation, training, education, and other workforce development services are core competencies of all three CEI partners. The response to question #2 below and the attached MOU describe the intended collaboration between ULGM, LAWD, and OFS partner on construction related employment programming.

In addition to the construction focused collaboration our three organizations will also draw upon a wide array of other programs internal to our organizations this includes GED classes, ESL classes, CDL classes, Fatherhood Support Programming, additional foundational work readiness training, career academies in different industries, and much more.

Other external workforce development partners include the United Way of Dane County HIRE Initiative and the Wisconsin Department of Workforce Development which provide funding and technical assistance. The Construction Workforce Diversity Alliance (CWDA) provides a platform for engagement with over 30 contractors, union and non-union registered apprenticeship programs, state and local public agencies (CDD, WisDOT, DWD, WDBSCW, and others), industry associations (Associated General Contractors (AGC) and Association of Building Contractors (ABC)), over 20 commercial and residential contractors, Madison College, and other construction and apprenticeship stakeholders. ULGM and LAWD are also participants in the Dane County Employment & Training Network (ETN) which provides a platform to learn about and partner with other public and private employment and training providers in the region. The Urban League is a certified provider through the Dane County FoodShare Employment & Training Program (FSET), thus allowing participants to fulfill FoodShare training and work requirements by participating in CEI programming. Urban League CEO Dr. Ruben Anthony serves on the Wisconsin Bureau of Apprenticeship Standards. ULGM is also part of the Urban Apprenticeship Jobs Initiative, a joint project between the U.S. Dept. of Labor and the National Urban League to increase access to registered apprenticeship opportunities among Black and other under-represented populations. Operation Fresh Start is a founding and active member of the Madison Youth Employment Network which provides a platform for collaboration with other youth employment agencies, Madison Metropolitan School District, and others. This includes sharing best practices, collaborating on outreach to young adults, and much more. ULGM and LAWD are founding partners in the United Way HIRE Initiative. Our involvement with HIRE offers access to a learning community of practice, a council of employer partners, other adult employment and adult education agencies including Just Dane, Literacy Network, and YWCA Madison. Resources available through the HIRE partnership are described more fully below.

- c. Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

CEI brings proven, high quality construction training programs that are culturally responsive to diverse racial, ethnic, linguistic, gender, age, and socioeconomic backgrounds. The Urban League of Greater Madison is an affiliate of the nation's oldest African-American led civil rights and social services organization. Operating in Madison since 1968, our board and staff leadership is majority persons of color, and in the case of our staff majority are first-generation college graduates. ULGM hosts the region's premiere gathering dedicated to workplace diversity on an annual basis, where we convene national and local diversity experts with area business and non-profit leaders to learn and replicate workplace diversity best practices.

The founding purpose of The Latino Academy of Workforce Development is to provide culturally competent, bilingual adult education, training and employment services. The LAWD staff and Steering Committee are likewise comprised of a majority of persons of color. All LAWD staff are fluent in Spanish, and have expertise and resource connections to meet the needs of undocumented workers. Operation Fresh Start was founded in 1970 to serve the needs of young offenders and high school dropouts. Over that time, OFS has earned the reputation as the premiere community-based agency with the cultural expertise to meet the needs of disconnected and disengaged youth and youth adults. This has been recognized through their national designation as an award-winning YouthBuild program.

Currently, 70% of CEI program staff are persons of color, 30% are female, and 30% are bi-lingual Spanish-English speakers. In addition to our work with job seekers, CEI also works with contractors and other industry stakeholders to build more inclusive organizations. CEI will continue to host DE&I seminars specifically targeted to contractors, we host the Construction Workforce Diversity Alliance as a convening mechanism to share and develop diversity initiatives across the region, we are exploring culturally relevant worksite mentoring programs for possible future implementation, and we will be working to further expand our DE&I work with the industry over the next several years.

2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

The Construction Employment Initiative (CEI) is a consortium that includes the Latino Academy for Workforce Development (LAWD), Operation Fresh Start (OFS), and Urban League of Greater Madison (ULGM). An MOU is attached. As the lead applicant, the ULGM agrees to; Coordinate monthly CEI Partner Agency meetings; Work with City of Madison to administer contract including financial and programmatic reporting and distribution of funds as outlined in the MOU to the other partners; Operate at least 3 Foundations of the Trades Academies annually; Operate at least 3 START classes annually; Provide Apprenticeship Readiness training sessions to other CEI partners as requested. LAWD agrees to operate at least 1 Bilingual Construction Academy annually. OFS agrees to Provide at least 100 hours of hands-on construction skills training to participants in the 3 ULGM Foundations for the Trades Academies; Provide at least 12 slots in Build Academy for eligible and qualified graduates of CEI and related programs.

As a collaborative, each of the partners agree to: Ensure at least 85 job seekers are served with intensive work readiness & technical skills training, work experience, and employment coaching/case management services each year; Ensure population served is consistent as defined in the Scope of Services provided by the City of Madison; Collaborate on activities to recruit program participants; Refer participants to other CEI partners as appropriate; Collaborate on hosting job fairs and other activities to engage employers and registered apprenticeship programs; Designate at least one representative to attend monthly CEI Partner Agency meetings to monitor progress on outcomes, share best practices, and ensure strong programmatic alignment and collaboration; Provide on a timely basis all information needed to complete reports as defined in the Scope of Services.

ULGM, LAWD, and OFS will continue to be active participants in the Construction Workforce Diversity Alliance (CWDA). We will help coordinate and lead monthly networking meetings that includes contractors, union and non-union registered apprenticeship programs, state and local workforce development agencies, industry associations, other non-profit workforce development agencies, and other construction and apprenticeship stakeholders.

ULGM and LAWD will also leverage our involvement with the United Way HIRE initiative. The HIRE Collaborative works closely with United Way Born Learning and other early childhood programs to accept referrals and prioritize services to low-income parents with young children. Participants in CEI programming who are referred by HIRE agencies have access a housing case manager and funds for emergency rental or down payment assistance through YWCA Madison. Likewise through HIRE, participants have access to a micro-loan program administered by Just Dane to help with emergency expenses. Childcare assistance is another resource that will be available to participants as part of the HIRE partnership. This includes direct funding for childcare as well as a childcare navigator designated to the HIRE partnership at 4-C to help families access and navigate other child care assistance resources and locate high-quality child care services for their young children. Through ULGM and YWCA, participants have access to free legal services including Expungement assistance, child support modification assistance, and driver's license recovery.

We signed MOUs in 2017 with the Electrician's Joint Apprenticeship Committee and the Wisconsin Laborer's Council. Each has agreed to: refer disqualified apprenticeship applicants and others to CEI's training programs; provide us with information about their apprenticeship application requirements, processes, and timelines; periodically review our training curricula to ensure alignment with industry needs; assist with training by providing guest speakers, mock interviewers, host tours of worksite and apprenticeship training centers; designate a representative(s) to participate in the CWDA. We will be working to update these agreements and expand to include other registered apprenticeship program partners.

## **Program Design**

1. Describe the organization's program and proposed service delivery plan including recruitment and selection of participants, individual assessment process, anticipated number to be served, who will be served, duration, location, and goals.

The Construction Employment Initiative (CEI) is a consortium of three organizations working to increase the pipeline of people of color, women, and low-income individuals who are entering the region's construction workforce. CEI encompasses 4 construction readiness programs: Foundations for the Trades, Bi-Lingual Construction Academy, Skilled Trades Apprenticeship Readiness Training (START) and Build Academy. In addition to cohort-based training, CEI provides individualized coaching, job placement, and case management. The collaborative was formed to conduct joint recruitment, streamline outreach and enrollment, coordinate schedules, share best practices, and more. The partnership has also secured joint funding, hosted job fairs, and engaged dozens of businesses and apprenticeship programs. CEI will provide at least 85 job seekers annually with intensive work readiness and technical skills training, hands-on work experiences, and case management. CEI has dozens of longstanding business partnerships with area contractors who will hire at least 70 graduates at wages typically ranging from \$15 to \$22/hr with healthcare and other benefits.

CEI will serve unemployed and under-employed adults 18 and older who have at least two of the following barriers to employment: lack of high school diploma, GED or other limited educational credentials; limited or inconsistent work histories; prior record of incarceration; limited English language proficiency; homeless or lack of stable housing; lack of a driver's license; lack of experience with hand and/or power tools; lack of experience working outside. The Construction Employment Initiative aims to predominantly serve people of color and women who are vastly under-represented in Dane County's construction and skilled trades workforce. At least 75% of those to be served will be persons of color – predominantly African American and Latino; at least 20% will be female; at least 85% will have households incomes below the federal poverty level; at least 20% will have a prior history of incarceration; and at least 25% will be non-native English speakers. We strive to be a bridge between the youth and adult employment systems, and as such we work closely with Operation Fresh Start and more recently with the Youth Employment Network to promote the program. We also work closely with MMSD, including hosting an MMSD alternative program at ULGM. As a result of these efforts, we anticipate at least 50% of participants will be between the ages of 18 and 29. Lastly, we think it important to note this work impacts entire households, not just the job seeker being served. At least 40% of those to be served will be the parent of one or more young children.

CEI encompasses four successful construction readiness trainings: Foundations for the Trades Academy, Bi-Lingual Construction Academy, START, and Build Academy. Each participant receives individualized assessment and help creating an employment plan, followed by work readiness and hands-on technical skills training through one of the aforementioned academies. In limited situations, an individual may participate in Build Academy without having first completed an academy. Training uses a cohort model to facilitate peer support that often extends long after training has ended. After training, participants receive job placement assistance through our network of contractor partners plus one year of retention support.

**ASSESSMENT & ENROLLMENT:** The assessment, selection, and onboarding process for trainees consists of three parts: (1) Information Session; (2) Enrollment Process; and (3) Individualized Employment Planning. Informational sessions give potential applicants an overview of the industry, career outlooks, apprenticeship overview, work requirements and physical demands, and career pathways. We also review program guidelines and expectations, attendance requirements, training schedule, and curriculum. The enrollment process includes a paper or online application followed by a one-on-one interview. During this process we collection information current and past

employment status, household income, and dozens of other work readiness factors. We use various combinations of the National Work Readiness Assessments and TABE to assess literacy, math, and other work readiness skills. Finally, each participant completes an individualized employment plan. The plan addresses both short and long term training and employment goals along with a plan to address barriers such as housing, child care, and transportation. Applicants without a driver's license must be able to demonstrate a plan to obtain a valid driver's license within 60 days. Those without a Driver's License are pre-screened for eligibility and referred to the YWCA Madison Driver's License Recovery Program if eligible.

**FOUNDATIONS FOR THE TRADES ACADEMY (FFTA):** Seven weeks (224 hours) of structured training and skills development including hands-on training at a commercial construction site through Operation Fresh Start. FFATA was one of the first programs in the state earlier this year to receive "Apprenticeship Readiness Certification" from the Wisconsin DWD Bureau of Apprenticeship Standards. The core components of the curriculum include: (1) CAREER EXPLORATION (40 hours) - Participants learn about the various career pathways in the construction industry such union & non-union apprenticeship tracks, residential and commercial tracks, building/highway/utilities tracks, etc.; (2) WORK READINESS (64 hours) - ULGM has contextualized the Work Readiness curriculum to meet construction industry core competencies and behavioral expectations; (3) TECHNICAL SKILLS TRAINING (120 hours) – Participants learn construction skills and get exposure to the work environment and physical demands of construction. We utilize 4 of the 6 modules from the NAHB Pre-Apprenticeship Certificate Training (PACT) program and their accompanying skill development benchmarks as the core framework for this technical skills training. This includes development of 17 core competencies in worksite safety and first aid, 10 core competencies in basic construction math and blueprint reading, and 28 core competencies in measurement, calculating, and usage and identification of hand tools, power tools, and construction materials. Graduates earn industry-recognized credentials upon completion: ULGM Work Readiness Certification; OSHA 10 Certificate; Fall Protection Awareness; National Flagger Certification; Red Cross First Aid/CPR/AED Certification; PACT Modules I-IV Certification; and Wisconsin DWD Apprenticeship Readiness Certification.

**BI-LINGUAL CONSTRUCTION PROGRAM:** Eight weeks (81 hours) of instruction on topics including skid loader, flagging, mathematics for construction, blueprint reading, surveying/leveling, introduction to welding, roofing, operating engineering, restoration and remodeling, electrician training, and carpentry training. Graduates will obtain OSHA 10 Construction card, CPR Certification, Fall Protection Certification, and Forklift Operator Certification.

**START:** The START academy offers two different tracks: Full START Program and START Fast Track. These various tracks allow us to offer a continuum of services that addresses the needs of individuals based on their individual level of employment/apprenticeship readiness. The full START program is held 4 days per week over 4 weeks, totaling from 80 to 120 hours of classroom instruction and tutoring. The program offers an in-depth review of the benefits and requirements of apprenticeship (8 hours); exploration of each of Wisconsin's 19 skilled trade apprenticeship programs including eligibility requirements, application processes timelines, and information about the apprenticeship program such as duration, courses, classroom and worksite hours, and other details about the path to Journey-worker status (40 hours); an ACCUPLACER pre-assessment followed by a one-on-one counseling session to review the results (3 hours); math tutoring and test taking strategies to prepare for the official apprenticeship qualifying exam, which for most WI apprenticeship programs is now the ACCUPLACER (40 to 80 hours); technical skills training including OSHA hazard recognition, blueprint reading, math and measurement, spatial visualization; and work readiness training such as interviewing, resume writing, and budgeting that is contextualized to the construction industry. The Fast Track option is for individuals who may need less intensive assistance. This is usually limited to individuals currently working in the construction industry, know the apprenticeship route they are



interested in, but who need limited assistance with the application process or and/or test preparation. FastTrack participants typically receive 30 to 40 hours of services.

**BUILD ACADEMY:** Paid work experience for graduates of the Foundations or Bi-Lingual Academy who show great promise and interest in the trades. This fulltime crew works on residential, commercial and other construction projects and provides trainees exposure to a fast-paced production environment focused on heightened technical proficiency. In addition to technical rigor and replicating industry pace, trainees are also immersed in the industry expectations and demands on a daily basis.

**HANDS-ON TRAINING AND WORK EXPERIENCE:** A core component of CEI trainings is exposure to the work environment and conditions of construction jobs. As such, hands-on work experience is a key element of the program. The Bi-Lingual Construction Academy includes a 25-hour hands-on training through Stevens Construction and Dave Jones, Inc. The Foundations for the Trades Academy includes 110 hours of hands-on training through Operation Fresh Start. During these work experiences, trainees work on a commercial construction project where they practice safety procedures, hand and power tool usage, material identification, and much more. Classes often run during the winter, allowing trainees to experience construction work during Wisconsin's harsh climate. All worksite training is highly supervised by full-time professionals with industry experience. Participants who complete a CEI training program but who need additional work experience may be eligible for Build Academy through Operation Fresh Start. The Build Academy program provides an additional 3 to 10 months (depending on skills/readiness needs) of additional paid work experience on residential and commercial construction sites.

**INDIVIDUALIZED COACHING AND CASE MANAGEMENT:** Once enrolled in the program, each participant is assigned to an Employment Specialist/Coach/Case Manager. Each participant receives a minimum of 8 hours of one-on-one assessment, counseling, and coaching prior to and during training; at least 1 hour per week of individualized coaching from the time they complete training until they secure employment; and at least 1 hour per month of coaching and case management for a minimum of 1 year after they secure employment. Once employed, CEI staff will provide individualized coaching, including follow up with the employer and the employee at a 7, 15, 30, 60, 90 day intervals and then monthly for at least 12 months. Staff is able to help participants troubleshoot challenges and access supports. We will host "alumni events" at least twice per year to stay connected with graduates, and to ensure opportunities for graduates to come together to sustain the peer support and networking that was established with their peers during training. These sessions will also include presentation of information on a career advancement related topic. We are also working with CWDA to explore models for worksite mentoring programs.

**EMPLOYER ENGAGEMENT:** Employer partners volunteer as instructors, serve as program design and curriculum advisors, volunteer as mock interviewers, and provide job shadowing and internship opportunities. In many cases, these employers provide guaranteed interviews to our trainees. Our employer engagement strategy also includes Featured Employer Seminars. In some instances, employers conduct onsite application and interview screening. Our employer engagement initiatives also includes an annual Workplace Diversity Summit.

**JOB PLACEMENT:** All participants are assigned to an Employment Specialist/Coach/Case Manager who provides individualized assistance with their job search including establishing and monitoring a job search plan with goals and timelines. Participants receive individualized assistance with their job search, including help developing a job search plan, access to print and online job listings, and help navigating online employment applications. In addition, participants receive coaching on résumé and cover letter composition, and creating professional documents geared specifically to the construction industry. We will leverage our extensive network of business relationships to facilitate placement. We check-in with participants at least once per week during the first 60 days after training and at least

monthly thereafter to set job search goals and monitor progress.. We work closely with dozens of contractors; host the Construction Workforce Diversity Alliance; utilize the City of Madison Job Skills Bank; host speed interviewing sessions and/or job fairs after each training class; participate on the United Way HIRE Employer Council; and more.

**COORDINATION AND RESOURCE LINKAGE:** The CEI partners are able to draw upon numerous other internal and external resources to support participants. As needed, we provide: construction work clothing such as boots, tools, coats, and gloves; bus passes and gas vouchers for travel to and from training and work; through the HIRE Initiative we have a dedicated part-time housing case manager and funds for emergency rental assistance and security deposits; assistance through the YWCA Driver's License Recovery Program; and more. CEI programming uses a cohort model to foster an environment of peer support, and encourages trainees to maintain these networks after training both as a support network, and as a professional network to help with job search and future advancement opportunities. ULGM contracts with Dane County for a dedicated Economic Support Specialist who can help participants navigate public assistance programs including Wisconsin Shares child care assistance program, FoodShare, FSET, BadgerCare, and other work support services. ULGM and LAWD are also founding members of Parsley (formerly Opportunity Calculator), a national DreamUp Challenge winner that has developed the first of its kind technology tool to bring together employer benefits, public benefits and personalized workforce training in one place to help individuals navigate the benefits cliff and advance their careers.

2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.

With over seven years working together as a collaborative, plus each of our agencies longstanding service to the community, word of mouth from past program participants and reputation in the community continues to be the number one way in which people find out about our programs.

Other outreach and recruitment activities are a collaborative effort, and a unique strength that leverages the vast collective networks of the CEI partners. Our recruitment strategies and channels include: (1) identifying prospective participants from the thousands of existing clientele served by each agency annually; (2) formal referrals from public sector workforce and related agencies including the Dane County Job Center, DCHS, FSET Program, DVR, WorkSmart Network, and others; (3) referrals through industry partners such as joint apprenticeship committees, contractor "reverse referrals," and the Construction Workforce Diversity Alliance (CWDA); (4) Other community service agencies including neighborhood centers, community corrections agents, school counselors, alternative education programs, neighborhood based police officers and others; and (5) broad outreach efforts through each partners' email distribution, websites, and social media channels.

Through these channels we will: disseminate at least 5,000 informational flyers; host 20 community-based info sessions; host info tables at 12 or more community events; post at least monthly on social media, email, and web reaching at least 10,000 people; distribute information to low-income parents through the ULGM's 11 school-based staff; make presentations to at least 12 industry partners or contractors; invite prior trainees to recruitment sessions and encourage them to make referrals of their friends, family and others; and more.

Classroom training and other programming locations are also key features of our commitment to accessibility. All programming locations are located in the neighborhoods where our target populations reside. All locations are also easily accessible by bus. This include the Urban League (2222 S. Park Street), Southwest Madison Employment Center (1233 McKenna Blvd.), Latino Academy of Workforce Development (1917 Lake Point Dr.), and Operation Fresh Start (1925 Winnebago St.).

3. Describe how your program includes input or suggestions from target population served in your program design and operation.

Participant engagement and feedback is a core principle in our service delivery model. We engage with and collect feedback from participants using a variety of methods. At the conclusion of each class, we administer a satisfaction survey. Likewise, 2x/year we administer a satisfaction survey to get feedback on our case management services. We also gather feedback informally through our one-on-one coaching interactions. The results are compiled, shared, and analyzed by program staff, executive leadership, and employer partners. Other participant and community engagement effort include: encouraging participants to volunteer for CEI events and activities; participate in our social media networks; attend networking events; attend community engagement activities such as the Unity Picnic, MLK Holiday events, and others.

We also work actively to engage with and collect feedback from employers. Each of our career academies is guided by an Advisory Council of employers. These councils help guide program design, assist with curriculum development, provide instructors, assist with screening trainees, host worksite tours/training, offer job shadowing, and more. Employer Councils meet after every academy to review the results of the program, including the customer satisfaction surveys, and make recommendations for future programming.

These engagement and feedback channels have been an indispensable tool in our engagement efforts. Some recent examples of ways in which program goals and service delivery have been modified based on these engagements include: establishing a new training and outreach location on the southwest side of town to increase program accessibility; adjusted program hours to include evening academies, evening and Saturday drop-in hours; new classes in the areas of insurance, molecular diagnostics, pharmacy technician, commercial driver's license, and K-12 teacher licensing, and more. In response to feedback about under-representation of Black and other BIPOC communities in supervisory and managerial roles, we are launching a new program aimed at helping individuals advance into more professional roles. Through a partnership with the Urban League Young Professionals Network, our Retaining, Advancing, Mentoring Professionals (RAMP) program will provide cohort and individualized networking and professional career mentorship.

### **Theory of Change & Logic Model**

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:
  - a. Past service outcomes and other accomplishments that validate your approach.
  - b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.
  - c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.

The Construction Employment Initiative was 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. CEI was formed with funding and technical assistance provided by the City of Madison, United Way of Dane County, and the Workforce Development Board of South Central WI.

In the 12-month period before CEI was formed, the partners graduated 51 people from their various construction training programs and placed 27 of them into employment. In the two years after CEI's formation, 196 people

graduated from training through one of the CEI programs; 112 un/under-employed individuals secured employment; our collective job placement rate increased by 33%; and the average hourly wage of those placed into jobs increased by 18%.

Equally important, we have been able to sustain these results. Despite the pandemic, over the last two years, the CEI partners have enrolled 204 individuals in training, maintained an 83% completion rate (n=169), and placed 82% of graduates (n=140) into employment. Of those placed into employment: 71% were placed in jobs paying \$15 or more per hour; 60% in jobs paying \$17 or more per hour; and 54% of these individuals increased their hourly wages by more than 20% after completing one of the CEI programs. Additionally, 80% those securing employment were persons of color, and 10% were female, thus far exceeding their overall representation in the construction industry.

The CEI partners have delivered such impressive results in large part because of the resources made available by the City of Madison and others to build a collaborative infrastructure. For example, rather than simply launching a new “program,” the partners have shared resources and undertaken the hard work of creating a workforce pipeline infrastructure that builds on existing resources. The partners have shared trainers, industry contacts, driver’s license recovery resources, referrals, communication tools, and much more. We have aligned our curricula, and vetted them with industry leaders. We have increased our working relationships, setup ongoing communication systems, hosted joint job fairs and graduations, and created a more holistic experience for participants.

2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

Participant engagement and feedback is a core principle in our service delivery model. We engage with and collect feedback from participants using a variety of methods. At the conclusion of each class, we administer a satisfaction survey. Likewise, 2x/year we administer a satisfaction survey to get feedback on our case management services. We also gather feedback informally through our one-on-one coaching interactions. The results are compiled, shared, and analyzed by program staff, executive leadership, and employer partners. Other participant and community engagement effort include: encouraging participants to volunteer for ULGM events and activities; participate in our social media networks; attend networking events; attend community engagement activities such as the Unity Picnic, MLK Holiday events, and others.

We also work actively to engage with and collect feedback from employers. Each of our career academies is guided by an Advisory Council of employers. Councils help guide program design, assist with curriculum development, provide instructors, assist with screening trainees, host worksite tours/training, offer job shadowing, and more. Employer Councils meet after every academy to review the results of the program, including the customer satisfaction surveys, and make recommendations for future programming.

These engagement and feedback channels have been an indispensable tool in our engagement efforts. Some recent examples of ways in which program goals and service delivery have been modified based on these engagements include: establishing a new training and outreach location on the southwest side of town to increase program accessibility; adjusted program hours to include evening academies, evening and Saturday drop-in hours; new classes in the areas of insurance, molecular diagnostics, pharmacy technician, commercial driver’s license, and K-12 teacher licensing, and more.

In response to feedback about under-representation of Black and other BIPOC communities in supervisory and managerial roles, we are launching a new program aimed at helping individuals advance into more professional roles. Through a partnership with the Urban League Young Professionals Network, our Retaining, Advancing, Mentoring Professionals (RAMP) program will provide cohort and individualized networking and professional career mentorship.

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services. The CEI partners are committed to continuing the strategies outlined above that have led to successful involvement of service recipients and other stakeholders in the ongoing design and improvement of our programming. We will collect feedback from program participants through surveys, one-on-one interviews, and through other informal interactions. We will review this feedback after each class to improve programming as needed. Similarly, we will collect feedback through surveys and focus groups semi-annually to collect feedback on our job placement and post-placement case management services. We gather similar feedback from contractors, apprenticeship programs, and other industry experts through the Construction Workforce Diversity Alliance and through Program Advisory Councils in an effort to ensure each of our programs is aligned to industry needs and high quality jobs.

**Budget** - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.

# YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM

## AGENCY AND PROGRAM REVENUES

**Legal Name of Organization:** Urban League of Greater Madison, Inc.

**Total Amount Requested:** \$325,000.00

**Contact Name and Email for Budget Info:** Jim Horn jhorn@ulgm.org

**\*\*Instructions: Complete this workbook in tab order, so the numbers will autofill correctly. Only fill in the yellow cells.**  
**Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.**

Please fill out all expected revenues for the programs you are requesting funding for in this application.  
 All programs not requesting funding in this application, should be combined and entered under NON APP PGMS (last column)

REVENUE SOURCE	AGENCY 2023	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	331,521	131,699		0			199,822
UNITED WAY DANE CO	376,906	109,606		0			267,300
CITY CDD-This Application	723,239	125,000		200,000			398,239
OTHER GOVT*	1,308,556	7,500		125,000			1,176,056
FUNDRAISING DONATIONS**	1,038,412	176,303		20,297			841,812
USER FEES	124,596	1,000		0			123,596
TOTAL REVENUE	3,903,230	551,108	0	345,297	0	0	3,006,825

\*OTHER GOVERNMENT: Includes all Federal and State funds, as well as funds from other counties, other Dane County Departments, and all other Dane County cities, villages, and townships.

\*\*FUNDRAISING: Includes funds received from foundations, corporations, churches, and individuals, as well as those raised from fundraising events.

**YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM**  
**AGENCY AND PROGRAM REVENUES**

Enter all expenses for the programs in this application under the PGM A-D columns. Enter the amount you would like the City to pay for with this funding under the CITY SHARE column next to the PGM column. Enter all other programs in your agency under NON APP PGMS (last column).

**\*\*Use whole numbers only, please.**

ACCOUNT CATEGORY	AGENCY 2023	TTL CITY REQUEST	PGM A	CITY SHARE	PGM B	CITY SHARE	PGM C	CITY SHARE	PGM D	CITY SHARE	PGM E	CITY SHARE	NON APP PGMS
<b>A. PERSONNEL</b>													
Salary	1,992,511	148,000	369,452	80,000			139,046	68,000					1,484,013
Taxes/Benefits	518,888	38,480	93,824	20,800			53,460	17,680					371,604
<b>Subtotal A.</b>	<b>2,511,399</b>	<b>186,480</b>	<b>463,276</b>	<b>100,800</b>	<b>0</b>	<b>0</b>	<b>192,506</b>	<b>85,680</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,855,617</b>
<b>B. OTHER OPERATING</b>													
Insurance	24,138	3,800	5,090	3,000			2,098	800					16,950
Professional Fees/Audit	208,204	97,000	3,510	2,000			101,164	95,000					103,530
Postage/Office & Program	0	0	0	0			0	0					0
Supplies/Printing/Photocopy	107,571	6,250	15,725	5,250			8,695	1,000					83,151
Equipment/Furnishings/Depr.	27,000	2,200	3,309	1,500			2,043	700					21,648
Telephone	7,500	1,720	3,000	1,400			500	320					4,000
Training/Conferences	40,900	1,500	7,500	500			2,200	1,000					31,200
Food/Household Supplies	0	0	0	0			0	0					0
Travel	22,950	2,050	2,400	550			6,000	1,500					14,550
Vehicle Costs/Depreciation	0	0	0	0			0	0					0
Other	0	0	0	0			0	0					0
<b>Subtotal B.</b>	<b>438,263</b>	<b>114,520</b>	<b>40,534</b>	<b>14,200</b>	<b>0</b>	<b>0</b>	<b>122,700</b>	<b>100,320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>275,029</b>
<b>C. SPACE</b>													
Rent/Utilities/Maintenance	110,000	12,000	20,788	8,000			8,980	4,000					80,232
Mortgage Principal/Interest	96,825	5,000	19,610	0			10,111	5,000					67,104
Depreciation/Taxes	0	0	0	0			0	0					0
<b>Subtotal C.</b>	<b>206,825</b>	<b>17,000</b>	<b>40,398</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>19,091</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>147,336</b>
<b>D. SPECIAL COSTS</b>													
Assistance to Individuals	139,100	7,000	6,900	2,000			11,000	5,000					121,200
Participant Wages	36,000	0	0	0			0	0					36,000
Participant Taxes/Benefits	3,193	0	0	0			0	0					3,193
Other	568,450	0	0	0			0	0					568,450
<b>Subtotal D.</b>	<b>746,743</b>	<b>7,000</b>	<b>6,900</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>11,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>728,843</b>
<b>TOTAL (A.-D.)</b>	<b>3,903,230</b>	<b>325,000</b>	<b>551,108</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>345,297</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,006,825</b>

# YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM

## AGENCY AND PROGRAM REVENUES

Urban League of Greater Madison, Inc.

**\*\*List all staff positions related to programs requestiong funding in this application, and the amount of time they will spend in each program.**

	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
President/CEO	0.14		0.06			0.20	198,567	25,828	224,395	95.46	9,250
Senior VP	0.14		0.06			0.20	121,919	14,582	136,501	58.61	5,200
Chief Financial Officer	0.14		0.06			0.20	98,038	18,807	116,845	47.13	4,800
Director Marketing & Events	0.14		0.06			0.20	20,800	9,057	29,857	20.00	0
Director of Development	0.14		0.06			0.20	58,500	12,309	70,809	28.13	0
Accounting Assistant	0.14		0.06			0.20	44,138	12,368	56,506	21.22	2,000
Administrative Assistant	0.14		0.06			0.20	37,128	10,423	47,551	17.85	2,050
Executive Assistant	0.14		0.06			0.20	47,222	12,742	59,964	22.70	2,200
Facilities Specialist	0.23		0.00			0.23	34,220	5,331	39,551	18.28	2,000
Custodian	0.23		0.00			0.23	22,822	10,573	33,395	14.63	1,800
Manager, Workforce Reporting & School	0.05		0.02			0.07	71,313	15,617	86,930	34.29	900
Director, Workforce Operations	0.30		0.10			0.40	56,650	13,895	70,545	27.24	6,200
Prgm. Coordinator/Specialist, Working	4.50		2.15			6.65	518,689	157,316	676,005	20.78	150,080
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
<b>TOTAL:</b>	6.47					9.22	1,330,006	318,848	1,648,854	426.32	186,480

\*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

\*\*Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE



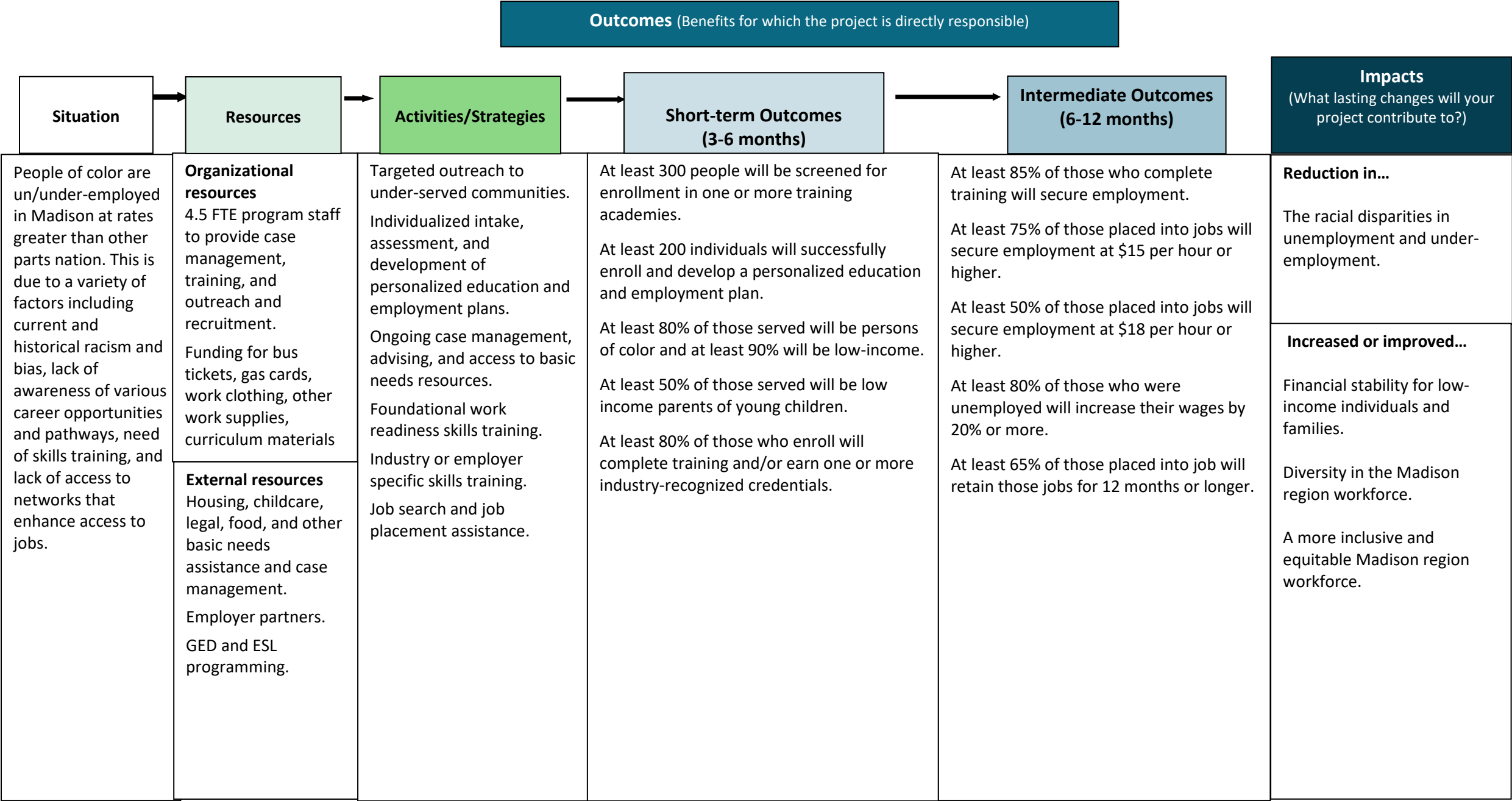
**YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM**  
**AGENCY AND PROGRAM REVENUES**

Please name each program you are requesting funding for next to each funding request.

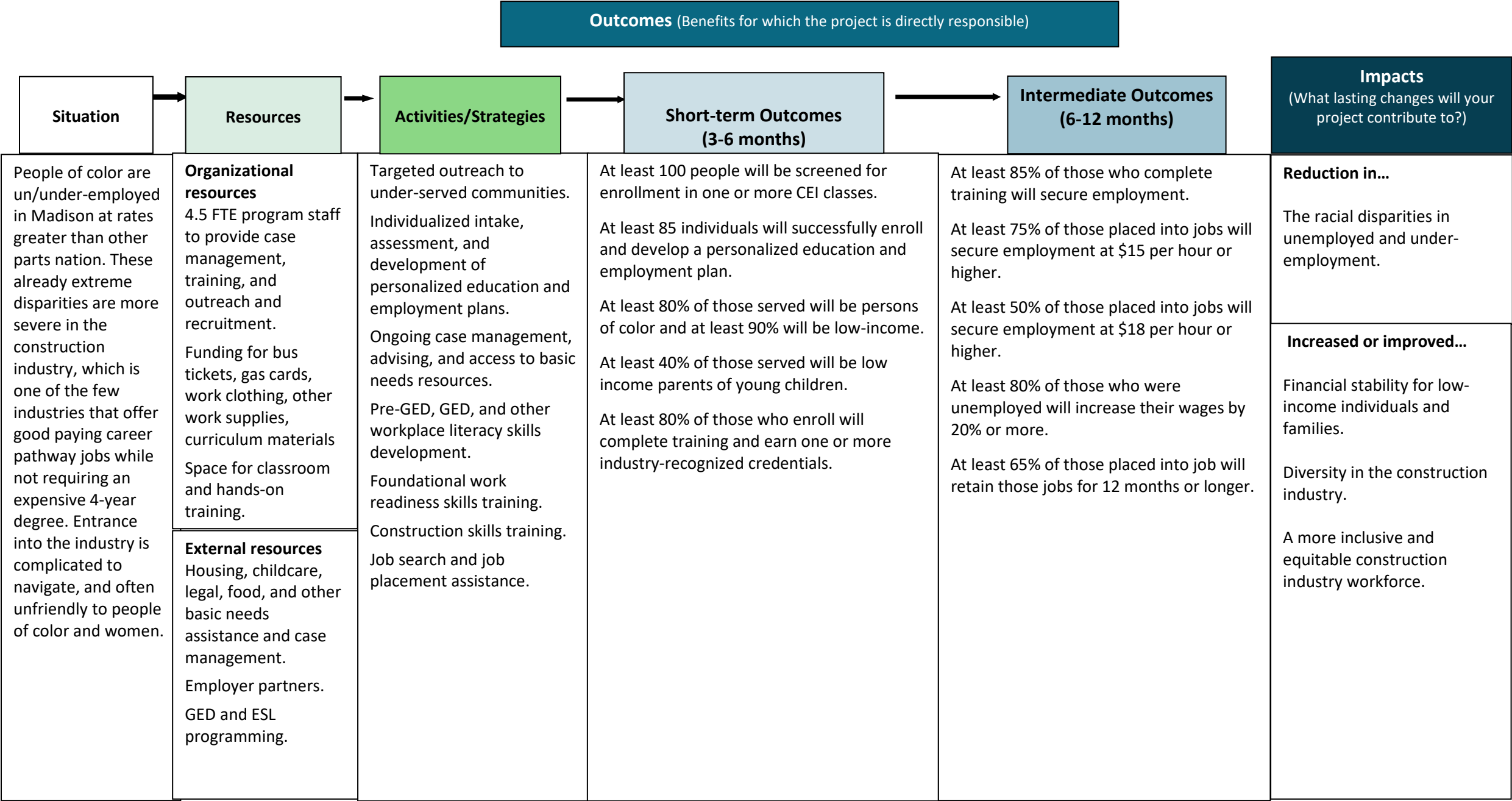
\*\*Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

Pgm Letter	Program Name	Program Expenses	2023 City Request
A	Advanced Employment Services	PERSONNEL	100,800
		OTHER OPERATING	14,200
		SPACE	8,000
		SPECIAL COSTS	2,000
		TOTAL	125,000
B		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
C	Construction Employment Initiative	PERSONNEL	85680
		OTHER OPERATING	100,320
		SPACE	9,000
		SPECIAL COSTS	5,000
		TOTAL	200,000
D		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			325,000

Appendix B: Logic Model



Appendix B: Logic Model



April 2, 2021

Wisconsin Department of Workforce Development  
201 East Washington Ave. G100  
P.O. Box 7946  
Madison, WI 53707-7946

Dear Evaluation Committee Members,

This letter is to confirm Exact Sciences' planned participation and continued contribution to the Urban League of Greater Madison's Career Academy training programs. Exact Sciences has determined a need for this training program as we continue to seek out qualified talent to enter jobs with the professional and interpersonal skills that prepare talent for success in the workplace.

Over the last year, Exact Sciences has increased the size of its workforce, hiring 2,221 employees in 2019 and 1,971 in 2020. Over the next year, Exact Sciences projects the need to hire over 430 full time employees into positions in our Order Entry, Lab Processing Associate, Customer Care, Culinary and Guest Services teams. The qualifications for these work opportunities range in needing no high school diploma or GED to needing relevant work experience and some roles needing education beyond high school diploma or GED.

The current (2021) pay ranges for the job areas listed are reflected below. While it is difficult to project the market for pay in the years ahead, this will hopefully provide insight on the level of pay each job area provides. We complete annual benchmarking to ensure our pay ranges remain competitive with the market.

<b>Job Area</b>	<b>Average Pay Range (2021 Current)</b>
Lab Order Entry	\$17.00/hour - \$19.00/hour
Customer Service	\$17.00/hour - \$21.00/hour
Lab Processing	\$17.00/hour - \$19.00/hour
Culinary Steward	\$17.00/hour - \$24.00/hour
Guest Experience Coordinator	\$18.00/hour - \$28.00/hour

In addition to hourly pay rate, there are several other competitive benefits that Exact Sciences provides for employees which make the job opportunities listed above highly beneficial to the community. These additional benefits include:

- Annual pay increases, typically 3% per year
- Annual cash bonus opportunity, based on company performance against shared corporate goals (bonuses range from 5%-25% of annual salary target, based on position level)
- Comprehensive medical, vision, and dental insurance that is effective upon date of hire
- Company stock, granted in a dollar value that vests over time
- 401 (k) plan with a 100% company match on employee contribution, up to 6% of base salary
- Paid sick leave hours, paid vacation hours, paid company holidays, and paid personal holiday hours, and paid volunteer time off
- Fully paid parental leave for up to 12 weeks (both maternity/paternity) after one year of service

- Tuition reimbursement opportunity and sponsorship for professional development courses, conferences, and continuing education
- Fitness membership reimbursement
- Employee assistance program, including free counseling for employee and dependents

As Exact Sciences continues to grow, we have looked to community organizations like the Urban League of Greater Madison and have leveraged our partnership to identify and prepare potential talent for future job needs. The DWD Fast Forward Grant would significantly increase the Urban League of Greater Madison's ability to increase the volume of the beneficiaries of this program, which in turn, could increase the level of support we are able to commit to this program as we continue to partner with them to develop talent within the Madison community.

Exact Sciences has remained committed to our partnership with the Urban League of Greater Madison Career Academy, and through the COVID-19 pandemic, Exact Sciences and ULGM continued to develop and execute on the job training program, shifting to virtual training to protect our participants (ULGM employees, Exact Sciences employees, and cohort participants) and continue to provide access to jobs in the Madison community at a time of uncertainty for many. Exact Sciences to date has offered positions to more than 85% of the graduates from the eight Career Academy cohorts we've held since 2018. We've benefitted from bringing in workers from the program with strong foundational job skills and an introduction to our core values as company.

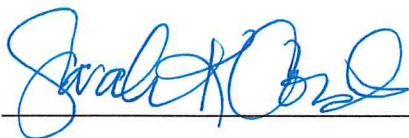
If the Urban League of Great Madison receives this grant and commits to increasing the scale and scope of the Career Academy to allow for more people to complete the program, Exact Sciences will commit dedicated resources at the rate of 50% of one FTE (approximately \$50,000 per year based on salary and benefits; up to 850 eligible hours per year) to partner with the program over the duration of the grant. We would work with the Urban League of Greater Madison to determine the best use of the resourcing to include but not be limited to responsibilities such as instruction time, program design time, marketing and advertising development and event/leadership support.

This contribution would be given specifically to match a grant from the Wisconsin Department of Workforce Development's Fast Forward Program and is not a general gift or donation that would not otherwise be given without the proposed DWD WFF funding. The training project will not result in any dislocation of company employees from their current place of employment.

Exact Sciences does not anticipate any circumstances, financial or legal, barring the company from meeting its commitments as presented in the project proposal.

If you have further questions or need additional detail, please reach out and I would be happy to assist.

Best,



---

Sarah Condella  
Executive Vice President, Human Resources



## **MEMORANDUM OF UNDERSTANDING**

THIS AGREEMENT is entered into between Latino Academy for Workforce Development (LAWD), Operation Fresh Start (OFS), and Urban League of Greater Madison (ULGM).

### **A. ABOUT CEI**

The Construction Employment Initiative (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. CEI is a partnership of Latino Academy for Workforce Development, Operation Fresh Start, and Urban League of Greater Madison with funding and technical assistance provided by the City of Madison, United Way, and others.

### **B. EFFECTIVE DATE**

This memorandum will cover the period January 1, 2023 through December 31, 2023. This agreement may be renewed annually upon written agreement of all parties.

### **C. AMENDMENTS & TERMINATION**

Amendments to this agreement may be made upon the written concurrence of all parties. This agreement may be terminated by any party upon 30 days written notice to the other parties of the intent to terminate.

### **D. ULGM RESPONSIBILITIES**

- i. Coordinate monthly CEI Partner Agency meetings.
- ii. Work with City of Madison to administer contract including financial and programmatic reporting and distribution of funds to partner agencies.
- iii. Operate at least 3 Foundations of the Trades Academies.
- iv. Operate at least 3 START classes.
- v. Provide Apprenticeship Readiness training sessions to other CEI partners as requested.

### **E. LAWD RESPONSIBILITIES**

- i. Operate at least 1 Bilingual Construction Academy.

### **F. OFS RESPONSIBILITIES**

- i. Provide at least 100 hours of hands-on construction skills training to participants in the 3 ULGM Foundations for the Trades Academies.
- ii. Provide at least 12 slots in Build Academy for eligible and qualified graduates of other CEI and related programs.

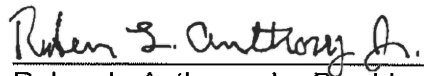
## **G. RESPONSIBILITIES FOR ALL PARTNERS**

- i. Ensure at least 85 job seekers are served with intensive work readiness & technical skills training, work experience, and employment coaching/case management services.
- ii. Ensure population served is consistent as defined in the Scope of Services provided by the City of Madison.
- iii. Collaborate on activities to recruit program participants. Refer participants to other
- iv. Collaborate on hosting job fairs and other activities to engage employers and registered apprenticeship programs.
- v. Designate at least one representative to attend monthly CEI Partner Agency meetings to monitor progress on outcomes, share best practices, and ensure strong programmatic alignment and collaboration.
- vi. Provide on a timely basis all information needed to complete reports as defined in the Scope of Services.

## **H. TERMS OF PAYMENT**

- i. Partners will submit monthly invoices to ULGM using the budget format provided by the City of Madison.
- ii. ULGM will make payments to partners on a monthly basis within 7 days of receiving funds from the City of Madison.
- iii. The following funds are available to each agency/program:
  - a. ULGM Trades Academy: \$70,000
  - b. ULGM START: \$30,000
  - c. LAWD Bilingual Construction Academy: \$40,000
  - d. OFS Grad Crew: \$27,500
  - e. OFS Foundation for the Trades Academy: \$27,500

FOR ULGM

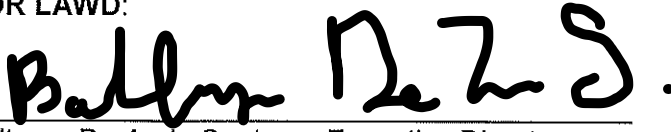


Ruben L. Anthony, Jr., President/CEO

August 18, 2022

Date

FOR LAWD:



Baltazar De Anda Santana, Executive Director

08/18/22

Date

FOR OFS:



Gregory Markle, Executive Director

8/16/22

Date



## Memorandum of Understanding

THIS AGREEMENT is entered into between the Urban League of Greater Madison (ULGM) and MADISON EWE JAZZ. The purpose of this agreement is to work together to increase and improve access, recruitment, training and retention of women and people of color in construction trade careers through registered apprenticeship programs.

### BACKGROUND

The Urban League of Greater Madison operates the Foundations for the Trades Academy, the Skilled Trades Apprenticeship Readiness (START) Program, the Construction Workforce Diversity Alliance, and other initiatives aimed at developing a skilled, diverse workforce.

### EFFECTIVE DATES

This memorandum is effective once signed by both parties. This agreement may be terminated by any party upon 30 days written notice to the other parties of intent to terminate. This agreement shall be renewed annually upon written agreement of all parties.

### RESPONSIBILITIES OF URBAN LEAGUE

ULGM agrees to provide apprenticeship readiness programming that is aligned and responsive to industry needs, simulates the work environment of an apprenticeship, and includes industry-recognized credentials such as OSHA, First Aid/CPR, Flagger Certification, and others.

- Deliver the Foundations for the Trades training program to include up to seven-weeks of classroom and hands-on training to expose and prepare individuals for jobs in the construction industry.
- Deliver the Skilled Trades Apprenticeship Readiness (START) Program to provide apprenticeship awareness, tutoring, exam preparation, and other support to help individuals prepare for apprenticeship opportunities.
- Provide referrals of pre-screened candidates for apprenticeship and pre-apprenticeship openings.
- Provide individualized coaching and case management to help program graduates secure and maintain success when placed in pre-apprenticeship or apprenticeship opportunities.
- Coordinate the Construction Workforce Diversity Alliance (CWDA) as a platform for contractors, apprenticeship programs, community-based apprenticeship readiness programs, industry associations, and others to network and collaborate towards the shared goal of developing a skilled, diverse workforce.
- Provide a calendar of training programs, and a system for accepting and tracking referrals of program participants.
- Track and share data to monitor the successfulness of this partnership.

### RESPONSIBILITIES OF INDUSTRY PARTNER

- Make referrals of disqualified apprenticeship program applicants and other individuals

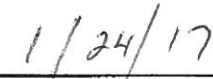
who could benefit from the construction and apprenticeship readiness services operated by ULGM.

- Provide ULGM with information about our apprenticeship programs including application requirements, processes, and timelines.
- Periodically review the training curricula used by ULGM to ensure they are aligned to the needs of our apprenticeship program.
- Assist ULGM with conducting training by providing individuals to serve as guest speakers, assist with mock interviews, host tours of training facilities and/or construction sites, and more.
- Identify a representative(s) to participate in the CWDA.
- Meet and confer with ULGM at least twice per year (and other times as needed) to discuss and monitor the effectiveness of this partnership.


**FOR THE URBAN LEAGUE OF GREATER MADISON:**

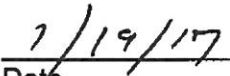


Ruben L. Anthony, Jr.  
President & CEO

  
Date 1/24/17

**FOR THE INDUSTRY PARTNER:**

  
Name  
Title Chairman  
IATC

  
Date 1/19/17

## HIRE Initiative

### Memorandum of Understanding

January 1, 2022, to December 31, 2022

#### SUMMARY & PURPOSE

This Memorandum of Understanding (MOU) outlines the mutually agreed upon elements of the partnership related to the programs and services of the HIRE Initiative (HIRE) between United Way of Dane County (UWDC) Centro Hispano of Dane County (CHDC), Latino Academy for Workforce Development (LAWD), Literacy Network (LN) Madison-area Urban Ministry (MUM), Urban League of Greater Madison (ULGM), and YWCA Madison (YWCA).

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 obtain and retain new or better employment, while simultaneously helping local employers in key industries address their needs for a skilled and diverse workforce.

#### TIMEFRAME

The term of this agreement shall be from January 1, 2022, to December 31, 2022. Renewal of this MOU and funding for 2022 is contingent on the success of the United Way campaigns, as well as satisfactory progress towards the program goals and outcomes as outlined in this MOU, as advised by the Income Community Solutions Team (CST), recommended by the Vision Council, and approved by the United Way of Dane County Board of Directors.

#### ANNUAL GOALS FOR the HIRE INITIATIVE (Attachment A includes a chart with outcomes and indicators by program)

- 1) **Outcome 1: Build Economically Stable Families-Increase the number of individuals who receive education services to gain family sustaining employment.**
  - a. 789/1092 (72%) adults complete/receive services to assist them in earning a high school diploma/509 or GED
  - b. 35/115 (30%) of participants earn high school diploma, GED, HSED, 509 and 505\*
  - c. 35 participants earn their high school diploma, GED, HSED, 509 and 505\*
  - d. 105/235 (45%) of participants complete education services program.\*
  - e. 213/245 (87%) of participants achieve a knowledge goal.\*
- 2) **Outcome 2: Build Economically Stable Families-Increase the number of individuals who gain family sustaining employment**
  - a. 750 adults will receive employment coaching, training, placement, and/or job retention services.
  - b. 789/1092 (72%) of participants complete employment training program\*
  - c. 413/962 (43%) of participants gain employment\*
  - d. 333/70% of participants employed at \$15+/hour
- 3) 10 families will receive Child Care Subsidy through HIRE Child Care Assistance (4-C)
- 4) **Housing:** 15 participants gain or remain stable in housing

#### WHO WILL BE SERVED?

The HIRE initiative will serve: (1) low-income adults ages 18 and older, without a high school diploma and/or (2) low-income, unemployed adults ages 18 and older who face barriers to employment such as inconsistent work histories, language barriers, and criminal conviction histories, or those who are under-employed (i.e. earning less than \$16/hour; working part-time despite desiring full-time work; and/or working in a position that does not provide adequate benefits). The Initiative will focus on

engaging several under-served populations including persons of color; parents; and/or individuals participating in other United Way Signature Initiatives such as Born Learning and Housing First or Rapid Rehousing Programs.

## SERVICES TO BE PROVIDED<sup>1</sup>

### 1. **Education Services:**

- Basic literacy skills instruction
- Classroom instruction and tutoring to develop or improve English language skills
- Classroom Instruction and tutoring in skills needed to complete a high school diploma 508/509 or GED using a combination of paper and computer programming
- Academic Case management and support services for students attending Madison College or pursuing other post-secondary education options
- Academic Tutoring for students attending Madison College
- Basic Computer Literacy

2. **Job Training:** Each HIRE employment service agency offers a unique catalog of job training services. The availability of industry-specific job training courses may vary based on industry needs and the availability of funding to cover costs associated with coursework and internships (if applicable). Trainings anticipated during the term of this MOU include (but are not limited to):

<ul style="list-style-type: none"> <li>• CDL</li> <li>• Construction Trades</li> <li>• Customer Service/Sales &amp; Marketing</li> <li>• Educational Assistance/Support roles</li> <li>• Finance</li> <li>• Food Service/Culinary</li> <li>• Work Readiness Skills and Behaviors training</li> </ul>	<ul style="list-style-type: none"> <li>• Healthcare (direct patient care)/CNA</li> <li>• Healthcare (clerical/administration)</li> <li>• Information Technology (web development)</li> <li>• Information Technology (help desk, hardware support, and system administration)</li> <li>• Insurance</li> </ul>
--	--

Specifically for 2022, the following trainings will be provided. Changes to this listing will be jointly agreed upon by UWDC and Agency Partner in writing:

CENTRO HISPANO:

JUST DANE

LATINO ACADEMY OF WORKFORCE DEVELOPMENT

LITERACY NETWORK

URBAN LEAGUE OF GREATER MADISON

YWCA MADISON

3. **Job Placement and Coaching:** Each HIRE employment service agency offers the following employment coaching and case management services:

- Development of *Individual Hiring Plans*
- Career Exploration
- Job Readiness Coaching

<sup>1</sup> Details regarding services provided by each agency are documented in ANDAR, the United Way proposal and reporting system. In the event of a discrepancy between the MOU and data reported in ANDAR, this MOU will take precedence.

- Employer Outreach
- Job Placement Assistance
- Job Coaching & Retention
- Managing Job Placement and Retention Supports

## **HOUSING ASSISTANCE**

At least 15 participants of the HIRE Initiative will be eligible for housing assistance through the YWCA Madison to help assure housing stability. HIRE participants who have shown commitment to their prospective training program and/or participants placed into or expected to be placed into jobs paying \$15 or more per hour will receive priority consideration in the allocation of housing assistance funds. Funds in the total amount of \$50,000 will be made available to support a 0.5 FTE YWCA Housing Case Manager and to provide direct housing assistance funds for eviction prevention, assistance securing new housing, and other direct housing costs that help participants maintain the housing stability needed to complete job training and/or maintain employment.

## **HIRE MICRO-LOANS**

Micro-loans are available to any participant that is a part of the HIRE Initiative, this includes graduates who have graduated from the program and are now employed. Participants must agree to repay the loan within the prescribed time frame. Loans cannot exceed \$750.00 and are to be paid back within one year. Loans are made directly to the entity providing the goods or services, paid back by the individual.

Loan recipients must agree to make weekly payments as established in the loan agreement. The Micro-loans are managed by Just Dane staff, but the referring agency must complete the appropriate paperwork with or for their client to receive a loan.

## **Child Care Subsidy**

The Child Care Subsidy is intended for low-income families who are current participants in the early childhood zone and/or HIRE program, both of which are current cross-system initiatives providing families with holistic, coordinated supports to meet their multiple needs. The goal of this program is to increase the number of low-income parents who can access and receive high quality childcare that allows them to participate in job training and employment programs or, transition to employment. The program will be implemented in English and Spanish. Staff from program partners in these collaborative initiatives will make referrals to 4-C based on need and eligibility.

The Subsidy program will serve families with children under the age of five whose incomes are up to 300% of the Federal Poverty Level or families that do not qualify for existing subsidy based on other criteria. Families will be HIRE participants and/or live in Dane County early childhood zones. The program estimates supporting approximately 10 families, with a goal of receiving 2-3 family referrals from each HIRE partner and early childhood zones.

## **PRIMARY POINTS OF CONTACT**

To ensure efficient onboarding and transition of HIRE participants from one partner agency to another (when needed to accommodate referrals), as well as to orient new employer partners to the HIRE initiative, the following primary points of contact have been established:

	UWDC	All
Onboarding of new employer partners	X	

	UWDC	All
211 will serve as the referral source for HIRE, referrals for enrollment of clients from the Early Childhood Zones and Housing Initiatives	X	
Initial assessment of potential HIRE job training/placement participants from Born Learning, 211, the HIRE public website, and other general HIRE outreach efforts.		X
Initial assessment of potential HIRE education service participants that come through Born Learning, 211, HIRE public website, and other general HIRE outreach.		X
Marketing and communication of HIRE activities including development and management of the <a href="http://unitedwaydanecounty.org/hire/">unitedwaydanecounty.org/hire/</a> . Agencies must continue to submit information for this website to keep the content current on the HIRE Website.		X
Coordination of HIRE participant outreach and recruitment presentations		X

#### COMPOSITION AND ROLE OF ADVISORY GROUPS – TBD – updated in 2022

1. **Income Community Solution Team**
2. **HIRE Employer Council**
3. **Employer Council Staff Team**
4. **HIRE Partnership Team**

	FREQUENCY	DATE / TIME LOCATION	AGENCY PARTICIPANT(S)
Income CST	Monthly	Meetings are the 3 <sup>rd</sup> Fridays of the month	One HIRE agency representative: Two-year term limits.
HIRE Employer Council/HIRE Staff Team	4 to 5 times a year/as needed for planning of meetings	Meetings are the 3 <sup>rd</sup> Wednesdays of the month (when held)/TBD	Agency Exec and a program staff from each partner agency  (Karen Menéndez Coller 2021-2023) & (Linda Ketcham 2021-202?) serves as the HIRE Partner Agency representative on the staff team.

	FREQUENCY	DATE / TIME LOCATION	AGENCY PARTICIPANT(S)
HIRE Partnership Team	Every month	Meetings are the 3 <sup>rd</sup> Thursday of the month (when held)	Leadership of each agency and program level team members (Baltazar De Anda-Santana 2021-2023 and Jennifer Peterson 2021-2023) with UWDC staff (Lauren Martin, Nicole Sandler, and Aaron Grych)

## REPORTING REQUIREMENTS

- Year-end reports (4Q) will be due in EC Impact at the end of February 2023.
- Quarterly program reports using the forms in Appendix B (to be sent separately) are due April 30 (1Q), July 30 (2Q), October 31 (3Q). Format for 2Q 2022 will be piloted in EC Impact, or utilize the HIRE Quarterly Reporting Form
- Mid-year budget report in EC Impact is due in August.

UWDC may at times determine that other data or reports are required. In such instances, UWDC will provide as much notice as possible for agencies to respond to such requests. UWDC agrees to share such reports with the partner agencies prior to distributing to others.

## OTHER REPORTING & GOVERNING POLICIES

In addition to the terms and reporting requirement reflected within this MOU, partner agencies will adhere to additional reporting requirements and guidelines defined by UWDC in the Annual Agency Agreement, Special Conditions Agreements, SECC Reports, VolunteerYourTime, and 2-1-1.

## EMPLOYMENT LAW

Partners to this agreement will follow all federal, state, and local employment laws.

## NON-DISCRIMINATION

Parties agree not to discriminate on bases prohibited by federal, state, or local laws, ordinances or regulations, including but not limited to applicable Titles of the Civil Rights Act of 1964, and Section 504 of the Rehabilitation Act of 1973, as amended

## BRANDING, MARKETING AND PUBLIC RELATIONS

The HIRE agencies agree to follow the marketing guidelines as outlined in the agency agreement and this MOU. The guidelines include the following:

- Follow the UWDC Community Voices guidelines when speaking during the United Way Campaign (Community Voices Guidelines attached).
- UWDC will submit names of donors who request acknowledgment by your agency. Send thank you letters to these donors recognizing their gifts and support of the United Way Campaign.

Regarding the HIRE initiative, the HIRE agencies agree to:

- The HIRE logo and or a combination of the United Way of Dane County logo and your agency logo should appear on program materials such as forms, program brochures, newsletter, special event programs, annual reports and website when referencing the HIRE Initiative program.

Please see United Way Agency Agreement for additional information.

### **CHANGES & TERMINATION OF AGREEMENT**

Any changes to the terms of this agreement must be mutually agreed to, in writing. All parties have the right to exit the terms of this agreement through a 90-day written notification.

United Way reserves the right to terminate this agreement for reasons such as, but not limited to, failure to faithfully implement the program model, failure to meet outcome objectives, or failure to notify UWDC of changes to the program model. Agency activities deemed in conflict with this agreement may result in termination of this agreement.

United Way acknowledges that the COVID-19 pandemic may continue to impact the HIRE partner agencies' ability to achieve the Annual Goals outlined in this MOU. Each HIRE partner agency agrees to communicate with United Way as soon as practicable if there are substantial changes to service delivery or if the agency has concerns about achieving individual contract goals or outcomes that may affect the HIRE Initiative's ability to meet Annual Goals outlined in this agreement.

### **SIGNATURES**

By signing below, each person hereby represents that he/she has the authority to sign this MOU and bind the agency they represent to adhere to its terms.

_____ Centro Hispano of Dane County	_____ Latino Academy for Workforce Development	_____ Literacy Network
_____ Just Dane	_____ United Way of Dane County	_____ Urban League of Greater Madison
_____ YWCA Madison	_____ 4-C	
_____ Date Signed	_____	_____



## **Memorandum of Understanding**

THIS AGREEMENT is entered into between the Urban League of Greater Madison (ULGM) and Wis. Laborers. The purpose of this agreement is to work together to increase and improve access, recruitment, training and retention of women and people of color in construction trade careers through registered apprenticeship programs.

### **BACKGROUND**

The Urban League of Greater Madison operates the Foundations for the Trades Academy, the Skilled Trades Apprenticeship Readiness (START) Program, the Construction Workforce Diversity Alliance, and other initiatives aimed at developing a skilled, diverse workforce.

### **EFFECTIVE DATES**

This memorandum is effective once signed by both parties. This agreement may be terminated by any party upon 30 days written notice to the other parties of intent to terminate. This agreement shall be renewed annually upon written agreement of all parties.

### **RESPONSIBILITIES OF URBAN LEAGUE**

ULGM agrees to provide apprenticeship readiness programming that is aligned and responsive to industry needs, simulates the work environment of an apprenticeship, and includes industry-recognized credentials such as OSHA, First Air/CPR, Flagger Certification, and others.

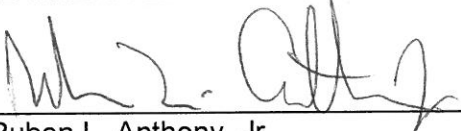
- Deliver the Foundations for the Trades training program to include up to seven-weeks of classroom and hands-on training to expose and prepare individuals for jobs in the construction industry.
- Deliver the Skilled Trades Apprenticeship Readiness (START) Program to provide apprenticeship awareness, tutoring, exam preparation, and other support to help individuals prepare of apprenticeship opportunities.
- Provide individualized coaching and case management to help program graduates secure and maintain success when placed in pre-apprenticeship or apprenticeship opportunities.
- Coordinate the Construction Workforce Diversity Alliance (CWDA) as a platform for contractors, apprenticeship programs, community-based apprenticeship readiness programs, industry associations, and others to network and collaborate towards the shared goal of developing a skilled, diverse workforce.
- Provide a calendar of training programs, and a system for accepting and tracking referrals of program participants.
- Track and share data to monitor the successfulness of this partnership.

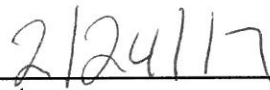
### **RESPONSIBILITIES OF INDUSTRY PARTNER**

- Make referrals of disqualified apprenticeship program applicants and other individuals who could benefit from the construction and apprenticeship readiness services operated by ULGM.

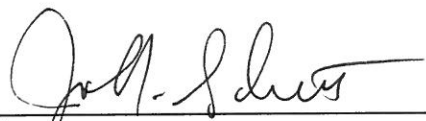
- Provide ULGM with information about our apprenticeship programs including application requirements, processes, and timelines.
- Periodically review the training curricula used by ULGM to ensure they are aligned to the needs of our apprenticeship program.
- Assist ULGM with conducting training by providing individuals to serve as guest speakers, assist with mock interviews, host tours of training facilities and/or construction sites, and more.
- Identify a representative(s) to participate in the CWDA.
- Meet and confer with ULGM at least twice per year (and other times as needed) to discuss and monitor the effectiveness of this partnership.

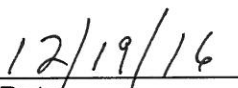
**FOR THE URBAN LEAGUE OF GREATER MADISON:**

  
 Ruben L. Anthony, Jr.  
 President & CEO

  
 Date

**FOR THE INDUSTRY PARTNER:**

  
 Name  
 Title

  
 Date

President

Wisconsin Laborers'  
 District Council

Agreement No.: 3016  
Begin Date: **January 1, 2022**  
Expiration Date: **December 31, 2022**  
Agreement Cost Amount: \$60,490  
Number of Pages: 7  
Corporation Counsel Approval: DH 12/6/21

## **AGREEMENT FOR PURCHASE OF ECONOMIC SUPPORT SPECIALIST (ESS) SERVICES**

**THIS AGREEMENT** is made and entered into by and between the **Urban League of Greater Madison, Inc.**, (hereafter referred to as PURCHASER), whose address is:

Urban League of Greater Madison  
2222 S. Park St.  
Madison, WI 53713

and County of Dane (hereafter referred to as "COUNTY"), whose address for the purpose of this agreement is 1819 Aberg Ave., Madison, WI 53704. **The purpose** of this Agreement is to provide to PURCHASER dedicated Economic Support Specialist Services employed by COUNTY as more particularly described in **Schedule A**, attached. All attached schedules are made a part of this agreement.

### **I. TERM.**

The term of this Agreement shall commence as of January, 1, 2022, and shall end as of December 31, 2022, both of which are set forth at the top of the page.

## **SECTION A (Non-Discrimination)**

### **II. NON-DISCRIMINATION.**

A. During the term of this Agreement, the parties agree not to discriminate on the basis of age, race, ethnicity, religion, color, gender, disability, marital status, sexual orientation, national origin, cultural differences, ancestry, physical appearance, arrest record or conviction record, military participation or membership in the national guard, state defense force or any other reserve component of the military forces of the United States, or political beliefs against any person, whether a recipient of services (actual or potential) or an employee or applicant for employment. Such equal opportunity shall include but not be limited to the following: employment, upgrading, demotion, transfer, recruitment, advertising, layoff, termination, training, rates of pay, and any other form of compensation or level of service(s).

B. The parties agree to post in conspicuous places, available to all employees, service recipients and applicants for employment and services, notices setting forth the provisions of this paragraph. The listing of prohibited bases for discrimination shall not be construed to amend in any fashion state or federal law setting forth additional bases, and exceptions shall be permitted only to the extent allowable in state or federal law.

**III. AMERICANS WITH DISABILITIES ACT COMPLIANCE.**

The parties also agree not to discriminate on the basis of disability in accordance with The Americans with Disabilities Act (ADA) of 1990 and the Wisconsin Statutes secs. 111.321 and 111.34. The parties agree to post in conspicuous places, available to employees, service recipients, and applicants for employment and services, notices setting forth the provisions of this paragraph.

**IV. AFFIRMATIVE ACTION.** The parties represent that they each have Affirmative Action Plans. COUNTY will provide PURCHASER workforce utilization statistics PURCHASER may require to comply with its Affirmative Action Plan.

**SECTION B**  
**(General Terms)**

**V. ASSIGNMENT AND TRANSFER.**

Neither party shall assign or transfer any interest or obligation in this Agreement without the prior written consent of the other.

**VI. CHOICE OF LAW.** It is expressly understood and agreed to by the parties hereto that in the event of any disagreement or controversy between the parties, Wisconsin law shall be controlling. Venue for any legal proceedings shall be in the Dane County Circuit Court.

**VII. CONFIDENTIALITY.**

The parties agree to comply with all pertinent federal and state statutes, rules, regulations and county ordinances related to confidentiality, included, but not limited to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all relevant regulations as from time to time amended, to the extent those regulations apply. The parties agree that client specific information, including, but not limited to, information which would identify any of the individuals receiving services under this Agreement, shall at all times remain confidential and shall not be disclosed to any unauthorized person, forum, or agency except as permitted or required by law.

In addition, county employees providing ESS Services under this agreement will have access to PURCHASER's trade secrets and confidential and proprietary information, including but not limited to technical, business and financial data and information, specialized customers and customer preference lists and requirements, protected health information and other information not generally known to the public. PURCHASER's confidential information shall not directly or indirectly be used or disclosed for any purpose. This confidentiality provision shall survive the termination of this Agreement.

**VIII. INDEMNIFICATION AND INSURANCE.**

Each party shall be responsible for its own acts, errors and omissions and those of its employees, boards, commissions, agencies, officers, agents and representatives performing under this Agreement. Each party shall continue in force any and all policies it maintains in the usual course of business.

**IX. LIMITATION OF AGREEMENT.** This Agreement is intended to be an agreement solely between the parties hereto and for their benefit only. No part of this Agreement shall be construed to add to, supplement, amend, abridge or repeal existing duties, rights, benefits or privileges of any third party or parties, including but not limited to employees or subcontractors of either of the parties.

**X. NOTICES.** All notices to be given under the terms of this Agreement shall be in writing and signed by the person serving notice and shall be sent registered or certified mail, return receipt requested, postage prepaid, or hand delivered to the addresses of the parties listed below. Notice may be given by electronic mail if agreed by receiving party and receipt of electronic mail message is acknowledged as received.

FOR PURCHASER:

Dr. Ruben Anthony  
2222 S. Park St.  
Madison, WI 53713

FOR COUNTY:

Gwen Schmidt-Hannes  
1819 Aberg Avenue  
Madison, WI 53704

**XI. RENEGOTIATION.**

The entire agreement of the parties is contained herein and this Agreement supersedes any and all oral agreements and negotiations between the parties relating to the subject matter hereof. This Agreement or any part of it, may be renegotiated through a written agreement or addendum signed by both parties. No oral statement of any person or agreement shall modify or otherwise affect the terms of this Agreement.

**XII. TERMINATION.**

This Agreement may be terminated as follows:

- A. Either party may terminate the Agreement, for any reason, at any time upon ninety (90) days written notice.
- B. If either party shall fail to fulfill any of its obligations under the Agreement in a timely manner or shall violation of any term contained in this Agreement, the other party may give notice of such failure to act or violation, and a period of not less than ten (10) days to correct such condition. If after ten (10) days, or other time period as mutually agreed upon in writing, the offending party fails to correct such condition, such failure to act or violation shall constitute grounds for termination of this Agreement upon ten (10) days written notice of the effective date of termination.

**XIII. SEVERABILITY.** The invalidity or un-enforceability of any particular provision of this Agreement shall not affect the other provisions herein, and this Agreement shall be construed, in all respects, as though all such invalid or unenforceable provisions were omitted.

**SECTION C**  
**(Financial Terms)**

**XIV. FINANCIAL PROVISIONS.**

- A. **Payment.** PURCHASER shall make payment for ESS services as provided in Schedule B, attached.
- B. **Method of Payment.** PURCHASER will make monthly payments due on the first of each month for services provided in the previous month as provided in Schedule B.
- C. **Notice of Financial Instability.** PURCHASER shall give COUNTY immediate notice of any of the following events:
  1. That PURCHASER is unable to meet its financial obligations to its employees, to the state or federal governments, or to any creditor.
  2. That PURCHASER has written a check drawn on insufficient funds.
  3. That PURCHASER has received notice that it has been sued or that a lawsuit against PROVIDER is pending.
  4. That PURCHASER has filed a bankruptcy action.
  5. That PURCHASER has sustained or will sustain a loss for which it has insufficient financial resources.
  6. Any other event that impedes PURCHASER's ability to perform under this Agreement.

## SECTION D (Reporting and Evaluation Requirements)

### **XV. REPORTS AND EVALUATION.**

COUNTY will report to PURCHASER monthly regarding the activities performed under this agreement in a mutually agreeable format, which may include at the request of PURCHASER, the number of applicants, the number of approved applications, the type of benefit approved, the length of time required for each application, and the number of contacts made. COUNTY will cooperate with PURCHASER's evaluation of Economic Support Specialist services provided under this Agreement and will attempt to remediate PURCHASER's reasonable service concerns in a timely manner.

Each party may upon request and advanced notice at its own expense audit any records specific to the Economic Support Specialist services provided under this Agreement, including but not limited to timesheets and quality improvement review records.

**IN WITNESS WHEREOF**, COUNTY and PROVIDER, by their respective authorized agents, have caused this Agreement and its Schedules to be executed, effective as of the date by which all parties hereto have affixed their respective signatures, as indicated below.

#### **FOR PROVIDER:**

Date 2/1/2022

Signed: \_\_\_\_\_

Urban League of Greater Madison, Dr. RUBEN ANTHONY, Executive Director

Date \_\_\_\_\_

Signed: \_\_\_\_\_

#### **FOR COUNTY:**

Date \_\_\_\_\_

Signed: \_\_\_\_\_

SHAWN TESSMANN, Director of Human Services  
(when applicable)

Date \_\_\_\_\_

Signed: \_\_\_\_\_

JOE PARISI, County Executive  
(when applicable)

Date \_\_\_\_\_

Signed: \_\_\_\_\_

SCOTT MCDONELL, County Clerk  
(when applicable)

## URBAN LEAGUE OF GREATER MADISON

### **SCHEDULE A**

**Scope of Services.** COUNTY will provide services of Economic Support Specialists equal to 1.0 FTE (Full Time Equivalency) for the purpose of expediting the enrollment process for the benefit of PURCHASER's program participants who reside in Dane County to receive benefits from the Wisconsin Medicaid/BadgerCare+, Wisconsin FoodShare (SNAP), and Wisconsin Shares Child Care Assistance Programs and to maintain continuity of those benefits. COUNTY's Economic Support Specialist(s) will be housed at PURCHASER's place of business 80 % of the workweek, the specific work site to be determined by PURCHASER. The remainder of the work week, the Economic Support Specialist(s) will remain at COUNTY's work site. The caseload of the Economic Support Specialist(s) will be made up, to the extent possible, of PURCHASER's program participants who reside in Dane County. The assigned Economic Support Specialist(s) shall remain at all times an employee of COUNTY, covered by all applicable employee handbook provisions, policies and procedures, civil service ordinance provisions, and statutory provisions that apply to Dane County employees. The assigned Economic Support Specialist(s) will not represent himself or herself to be an employee of PURCHASER.

**General ESS Position Description.** Economic Support Specialists perform case management for applicants and recipients of Medicaid/BadgerCare+, Child Care subsidies, Food Share Program and other economic assistance programs; apply federal, state and local policies to achieve program objectives; provide information and referral services to Dane County residents; and complete other work related work to these functions.

**Personnel Assigned.** COUNTY will select qualified personnel to work at PURCHASER's worksite(s) in accordance with applicable seniority transfer language in the Applicable handbook provisions, and subject to PURCHASER's approval, which will not be withheld unreasonably. COUNTY will assign a consistent supervisor who will be responsible for training, supervising and monitoring the work of the Economic Support Specialist(s). The assigned supervisor will be available to PURCHASER on a regular basis to address any service concerns. PURCHASER will work with COUNTY regarding any employee disciplinary issues that may arise. COUNTY will be solely responsible for ESS training, supervision, and discipline as necessary.

If the Economic Support Specialist is absent for reasons of vacation, sick leave or other approved leave of absence for more than ten consecutive workdays, COUNTY will replace the ESS worker with another qualified worker during such leaves of absence. If the Economic Support Specialist is absent for a period of more than one day and up to ten consecutive days, the Economic Support Specialist's work will be covered by other employees at COUNTY's worksite accessible through use of telephone and available internet systems.

COUNTY retains the right and discretion as employer to replace the assigned Economic Support Specialist temporarily or permanently.



COUNTY will comply with all applicable employment laws regarding this position, including, but not limited to tax and FICA withholdings, Fair Labor Standards, Worker's Compensation and Unemployment Compensation.

**Orientation.** PURCHASER may require newly assigned Economic Support Specialists to attend PURCHASER's orientation as to PURCHASER's philosophy, policies, practices and procedures.

**Security.** Economic Support Specialists having access to PURCHASER's records, data or computer system will comply with PURCHASER's policies, practices and procedures to ensure the security and confidentiality of such information.

#### **SCHEDULE B** (Financial Terms)

**Payment.** PURCHASER will pay 100% of the cost of the assigned Economic Support Specialist that is not paid by the State of Wisconsin, which may vary from year to year. The cost will be calculated based on the mean average total cost of Economic Support Specialists employed by COUNTY, including FICA, allowable mileage and benefits. COUNTY shall provide PURCHASER with 45 days advance notice of cost changes for future years.

Payment will be in the amount of \$5040.83 per month when due on the first of each month. Payments shall be sent to COUNTY at the following address:

Dane County Department of Human Services  
Attn: Dylan Seitz  
1202 Northport Dr.  
Madison, WI 53704

If PURCHASER requests the Economic Support Specialist to work more than forty hours per week on a temporary basis, and COUNTY approves such overtime in accordance with Applicable handbook provisions. PURCHASER will also pay the actual cost of overtime pay to the Economic Support Specialist.

**Screening for Service.** COUNTY will at its cost conduct background checks according to its policies and will share background check results with PURCHASER if requested. PROVIDER may at its sole cost require the assigned Economic Support Specialist to undergo job-related health screens in compliance with its work policies.

COUNTY will ensure the Economic Support Specialist completes all screenings, trainings and other requirements set by PURCHASER. Any assignments to PURCHASER of an Economic Support Specialist are contingent upon Economic Support Specialist successfully completing and passing all screenings.

**Unemployment Compensation.** Because COUNTY is required to add to its workforce to meet the terms of this Agreement, at the termination of this Agreement, COUNTY may be required to issue a lay off notice to the Economic Support Specialist(s) assigned under the Agreement. Therefore, PURCHASER agrees to reimburse COUNTY for the cost of unemployment



compensation paid to the previously assigned Economic Support Specialist or to the employee who is ultimately laid off as a result of senior employees exercising their rights under the Employee Benefit Handbook in effect at the time to bump less senior workers. COUNTY will make reasonable attempts to absorb Economic Support Specialists at the termination of this Agreement by offering all available open positions for which the employee qualifies. This term survives the termination of this Agreement.

**Work Space and Supplies.** PURCHASER will provide the assigned Economic Support Specialist(s) at its cost a reasonable and safe workspace, including desk, chair, telephone, computer, internet access, and office supplies.