



Employment and Career Development Services 2026 Request for Proposal (RFP) Organization Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30PM August 3rd, 2026

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

The intent of this RFP application is for applicant organizations to have the opportunity to apply for funding towards programs/services under the umbrella of the Employment and Career Development Service Area in the Community Resources Unit. There are four priority areas in the Employment RFP, one of which has 2 sub-areas:

- Youth Employment
 - Programs and Services
 - Wanda Fullmore Internship
- Young Adult Employment- Programs and Services
- Adult Employment- Programs and Services
- Southwest Madison Employment Center Operator

Organizations can apply for each program type. Please refer to the RFP guidelines for full program type descriptions.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative, Part 2 - Program Narrative(s), and Part 3 - Budget Workbook** **will not be considered in the evaluation of this proposal.**

Do not attempt to unlock/alter this form. The font should be no less than 11 pt.

If you need assistance related to the content of the application or are unclear about how to respond to any questions, please contact CDD staff: Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com or Community Development Specialist Dominic Davis ddavis2@cityofmadison.com. We are committed to assisting interested organizations in understanding and working through this application and funding process.

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 Madeline Bohrod – mbohrod@cityofmadison.com.

APPLICANT TYPES

Every organization applying for funding **must submit an organizational history narrative per program** detailing their organization's background, mission, and vision (Questions 1-4 below).

SINGLE APPLICANTS

If your organization is applying for multiple programs, **each program application must be submitted separately with all the required submission documents** (See RFP Guidelines, Required Information and Content of Proposals).

JOINT/MULTI-AGENCY APPLICANTS

For those choosing to submit a joint/multi-agency proposal, **only** the designated **LEAD Agency** is required to:

- 1) Complete and submit responses to questions 5-9 below pertaining to organizational history and mission statement, partnership history, rationale for partner selection, division of roles and responsibilities, anticipated challenges, and any previous collaborations or partnerships.
- 2) Submit the organizations' history partnership narrative per priority area or program type.

Part 1 - Organization Narrative Form

***Note: Please use the grey text boxes when completing this form**

Legal Name of Organization:	East Madison Community Center	Total Amount Requested:	\$ 30,000
All program(s) connected to your organization:	Program Name: Youth Employment Program Amount Requested: \$ 30,000 Applicant Type: Single Agency Application Program Type: Youth Employment- Programs & Services List Program Partner(s) (if applicable): Madison College, Vera Court Neighborhood Center, Culver's, Associated Bank, Chick-fil-A, Madison Metropolitan School District		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable):		
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	Program Name: Amount Requested: \$ Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable):		
	<i>If you are applying for more than four programs, please contact Dominic Davis Ddavis2@cityofmadison.com</i>		

Contact Person for application (Joint Applications -Lead Org):	Regina McConnell	Email: rmccconnell@eastmadisoncc.org	
Organization Address:	8 Straubel Court Madison, WI 53704	Telephone: (608) 249-0861	
501 (c) 3 Status:	X Yes ☐ No	Fiscal Agent (if no)	

Single and Lead Agency Qualifications: Complete this section if you are applying as a SINGLE AGENCY or serving as the LEAD AGENCY in a joint/multi-agency application.

- Briefly describe your organization's history, core mission, and experience providing services relevant to this proposal.** If applicable, highlight any work related to employment and career development, or serving the proposed population. Please keep your response concise (approximately 1–2 paragraphs).

The East Madison Community Center (EMCC) was founded in 1966 after neighborhood mothers advocated for a safe place where children in Madison's low-income east side neighborhoods could learn, grow, and thrive. Located within the Community Development Authority's Truax Housing Complex, EMCC has grown from operating in two small apartments with a single staff member into a trusted nonprofit community center serving people of all ages. Since becoming an independent nonprofit (501c3) in 1999 following the dissolution of United Neighborhood Centers, EMCC has expanded its services in response to evolving community needs while remaining rooted in its mission of strengthening opportunities for neighborhood residents. For more than 50 years, EMCC has provided youth with educational enrichment, leadership development, volunteer opportunities, and workforce experiences. Through partnerships with organizations such as Common Wealth Development, Community Action Coalition, Madison College, court ordered community service, Madison College and the Madison Metropolitan School District, EMCC has helped young people prepare for employment by combining job readiness training with meaningful unpaid and paid work experiences.

EMCC's mission is to enhance opportunities for individuals and families by providing programs that promote education, wellness, self-sufficiency, and community connection. Each year, EMCC serves more than 100 unduplicated youth through year-round out-of-school-time programming that includes academic support, career exploration, paid employment, and leadership development. For many participants, becoming eligible to work at EMCC at age 14 is a milestone they eagerly anticipate, representing their first opportunity to earn a paycheck while developing responsibility, confidence, and workplace skills in a supportive environment. The center employs 5–6 teen youth workers annually, many of whom are gaining their first job experience. EMCC's youth employment and workforce development efforts have been recognized by the Madison Out-of-School Time (MOST) initiative for their commitment to positive youth development, career readiness, and long-term success.

- Describe your organization's experience implementing programming aligned with the Employment Services and Career Development RFP Guidelines.** Please include specific examples relevant to the programs proposed in this application. If applicable, list all the current Employment programs your organization operates, along with their inception dates.

The East Madison Community Center (EMCC) has provided employment training and opportunities for youth and young adult employment since 1974. Teens from Community Action Coalition were trained and placed at EMCC for first work experiences. This neighborhood based program was the foundation of the current programs in place today. The original program eventually evolved to center youth gaining skills and foundational work experience through the afterschool and summer camp programming; this eventually led to teens becoming paid employees of EMCC.

Mentors/supervisors for youth employees have included social workers, K-12 teachers and experienced youth program specialists. Program development is under the direction of the executive director who has over 15 years program experience in non-profits and a teaching background and the youth program manager has 18 years of experience working with children and youth, managing youth programs and supervising youth workers.

Employment Programs at EMCC

EMCC has been partnering with MMSD for nearly two decades to provide workplace opportunities for students with special needs to gain experience in the community. The students are matched with tasks to develop employability skills and to match their interests. Students are provided an MMSD adult support staff member to remain with them during the community experience. EMCC provides the students with the same training as EMCC staff and volunteers.

EMCC has operated as a community service worksite for at least two decades. Community members who have court-ordered community service are matched with EMCC staff based on hours needed, availability and skill-set. Community teens are regularly directed to EMCC as a potential site for volunteer hours.

Young adults in the community who are too old for the teen program are encouraged to apply to volunteer with the goal of providing positive adult mentors, gaining employment skills and to work on their resume building at the Center. This procedure has been in existence for at least 5 decades.

EMCC hosted a Wanda Fulmore intern this summer and helped place an EMCC teen in an internship outside of EMCC. Both teens have been working in summer programs to gain paid work experience with mentor support.

EMCC is partnered with Madison College and UW-Madison for interns and student volunteers to gain work experience in a community setting. This program has been in existence for at least two decades.

In addition to youth and young adult employment programs, EMCC has been a community partner and host site with the Wisconsin Senior Employment Program for at least two decades.

- 3. Describe any significant changes or shifts at your agency in the past two years:** This may include changes in leadership, turnover of management positions, strategic planning efforts, or expansion/loss of funding and/or staff. Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

No Changes

4. **Describe any anticipated changes or shifts at your agency in the next two years.** Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

No Changes

5. **Describe your organization's required qualifications, education, and training for program staff.**

Include how your organization supports staff in meeting these requirements and any ongoing professional development opportunities offered (e.g., trauma-informed care, culturally responsive services, etc.).

Desired qualifications of EMCC primary youth staff are a Bachelor's Degree in field relative to youth and community programs and experience working with youth.

EMCC is committed to ensuring staff have the knowledge and skills needed to provide high-quality, supportive programming. All staff are required to complete training in Civil Rights, Sexual Harassment Prevention, De-escalation, Inclusive Workplace Practices, and CPR/First Aid/AED. EMCC maintains certified American Red Cross instructors on staff, allowing these certifications to be completed and renewed internally. Youth program staff with responsibilities in the food program are required to complete food safety training, ie Safe Food Handler.

Youth program staff also participate in professional development opportunities offered through Madison Out-of-School Time (MOST). During the 2026–2027 school year, professional development offerings include mentoring, leadership development, and classroom management training to strengthen staff capacity in positive youth development. In addition, EMCC provides professional development funding to support ongoing learning and encourages staff to pursue training that enhances their roles. Staff also have access to financial literacy education and resources, including budgeting and retirement planning, to support their long-term personal and professional success.

Teen and young adult staff receive mentor support and guidance to learn how to balance life, school and work responsibilities. Academic success is a priority and work responsibilities and schedules are flexible to each individual's life demands.

Joint/Multi-Agency Qualifications: Fill out if you are **THE LEAD AGENCY** in the Joint/Multi-Agency Application **ONLY**

Program name:

Program type: Choose an item.

List all joint or partner applicants involved in this program and include their website links (for reference to their mission and vision statements)

6. **Provide an overview of your organization's partnership history with the collaborating agency or agencies.**

When and how did the partnership(s) begin, and what collaborative initiatives or projects have you worked on together in the past?

7. **Explain the rationale for partnering with the agency or agencies identified in this application.**

What unique strengths or resources does each organization contribute, and how do these assets complement one another in achieving the goals of the proposed program?

8. **Describe how roles and responsibilities will be divided between your organization and the collaborating agency or agencies in the proposed program.** How will each partner contribute to program design, implementation, and evaluation?
9. **Outline any anticipated challenges or barriers related to the partnership and describe how you plan to address them collaboratively.**
10. **If applicable, describe any past collaborations your organization has had with agencies providing Employment Services.** What lessons or insights did you gain from those experiences and how will they inform you in your approach to the current partnership?



Employment and Career Development Services 2026 Request for Proposal (RFP) Program Narrative Form

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Program Narrative Form **MUST be completed for EACH PROGRAM** for which you are asking for funds.

JOINT/MULTI-AGENCY APPLICANTS

Only the designated 'LEAD AGENCY' is required to submit the Program Narrative form on behalf of each of the identified partners listed in the application.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative, Part 2 - Program Narrative(s), and Part 3 - Budget Workbook** **will not be considered in the evaluation of this proposal.**

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Part 2 - Program Narrative Form

Program Name:	EMCC Youth Employment Program	Total Amount Requested for this Program:	\$ 30,000
Legal Name of Organization:	East Madison Community Center Inc	Total amount Requested for Lead/Single Applicant	\$ \$30,000
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):		Total Amount Requested for Partner 1:	\$
		Total Amount Requested for Partner 2:	\$
		Total Amount Requested for Partner 3*:	\$
Program Contact: Lead Organization Contact	Regina McConnell	Email: rmccconnell@eastmadisoncc.org	Phone: (608) 249-0861
Program Type: Select ONE Program Type for this form.			
X Youth Employment- Programs and Services ☐ Youth Employment- Wanda Fullmore Internship ☐ Young Adult Employment- Programs and Services ☐ Adult Employment- Programs and Services ☐ Southwest Madison Employment Center Operator PLEASE NOTE: Separate applications are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.			

1. PROGRAM OVERVIEW

- A. Need: What specific need(s) in the City of Madison does this program aim to address? Please cite the data or community input used to support your response.

Compared with the City of Madison overall, the Truax neighborhood experiences lower household incomes, higher housing cost burdens, and elevated poverty rates, creating barriers to economic stability and employment opportunities for youth and their families. Community input from youth, parents, employers, and partner organizations consistently identifies transportation, work schedule flexibility, and family caregiving responsibilities as significant obstacles to obtaining and maintaining a first job. Many entry-level positions are located outside the neighborhood, requiring transportation that can be costly, unreliable, or unsafe for teens without access to a vehicle.

Located in the heart of the Truax neighborhood, EMCC's Youth Employment Program addresses these barriers by providing accessible first-job opportunities where youth live. The neighborhood-based program reduces transportation challenges, offers flexible scheduling that accommodates school and family responsibilities, and provides mentoring, workforce readiness training, and supportive supervision. These community-identified

needs are reinforced by the 2023 Hawthorne-Truax Neighborhood Plan, which documents high rates of low-income households and cost-burdened renters. By removing barriers to employment and providing meaningful work experience, EMCC helps teens and young adults develop workplace skills, earn income, and build a foundation for long-term educational, career, and economic success.

According to the American Community Survey (ACS), there is a substantial income gap between Black and White residents. EMCC teens and young adults primarily come from minority, low-income households on the east side of Madison. This proposed program addresses this income gap for youth who are entering the workforce by providing a neighborhood based employment program in a supportive environment.

DATA Sources

The East Madison Community Center (EMCC) Youth Employment Program takes place at the East Madison Community Center located in Census Tract 25.

The City of Madison Neighborhood Indicators Project identified Census Tract 25, which includes the Truax neighborhood, as a high need area. There are a few notable deficiencies in this area compared to the entire City of Madison that contribute to community instability, including families living in poverty, and economically disadvantaged students, less than proficient level of English, and parents with less than a high school diploma.

2020 Census Indicator	City of Madison	Census Tract 25
Families in Poverty	6.6%	21.6%
Parent Education: Less than Bachelor's Degree	49.3%	89.1%
Economically Disadvantaged Students	50%	82%
English Language Arts: Less than Proficient	52%	86%
Median Household Income	\$76,983	\$49,139

The Free/reduced rate of feeder schools to EMCC youth programs includes East High School 46%, Hawthorne Elementary 92%, Sherman Middle 92%. (Source: DPI Enrollment and participation_Public Schools 10/2025)

- B. Goal Statement: What is the overarching goal of your program in response to the identified need? How does this goal align with the scope, priorities, and desired outcomes described in the RFP guidelines?

The overarching goal of the East Madison Community Center (EMCC) Youth Employment Program is to prepare teens and young adults for long-term success through paid work experience, mentoring, workforce readiness training, financial literacy, career exploration, and postsecondary planning. By addressing barriers to employment and education, the program builds the foundational skills needed for employment, upward mobility, job security, and long-term economic stability. Partnerships with employers, educational institutions, and community organizations enhance these opportunities and improve long-term outcomes for participants.

This goal aligns with the RFP by expanding access to employment for primarily, but not limited to, minority teens and young adults living in low-income households and neighborhoods who face barriers to securing and succeeding in a first job. As a neighborhood-based program, EMCC delivers services in a trusted, familiar setting where youth have established relationships with caring adults and peers. Locating employment services within the community reduces barriers to access and participation, strengthens family engagement, and provides consistent support before, during, and after employment, creating a seamless pathway to education, employment, and long-term career success.

- C. Program Summary Briefly summarize your proposed program, including the population served, core services or activities, where and how services will be delivered, and key expected outcomes. This should provide a high-level snapshot of the program.

The East Madison Community Center (EMCC) Youth Employment Program provides teens and young adults with early exposure to the workforce through meaningful first job experiences that build foundational employment skills, introduce career pathways, and support future educational and career success. The program primarily serves minority youth from low-income households on Madison's east and north sides, with priority given to current and former EMCC teen and young adult program participants.

Services are delivered at East Madison Community Center, 8 Straubel Court, where EMCC has served neighborhood youth since 1966 and employed youth since 1974. During afterschool, Saturday, and occasional Sunday programming, participants receive paid work experience, mentoring, workforce readiness training, career and higher education exploration, and connections to community resources. EMCC staff provide ongoing supervision, coaching, and individualized support to help youth develop transferable workplace skills. Expected outcomes include increased workplace readiness, greater knowledge of workplace expectations and career pathways, and positive employer and partner feedback demonstrating participants' progress toward sustained employment and postsecondary success.

2. POPULATION SERVED

- A. Proposed Participant Population: Describe the intended service population that will be impacted by this program (e.g., location, ages, race/ethnicities, income ranges, English language proficiency, if applicable etc.) AND how has your org/agency engaged members of this population in designing, informing, developing, implementing the proposed program?

The intended service population is teens and young adults, primarily minorities and living in low-income households in the EMCC service area community.

EMCC is located in the Community Development Authority Truax Park Public Housing neighborhood, which is an isolated community situated with HWY 151 to the south, HWY 51 to the east, a business park with Madison College and the Dane County Regional Airport to the north, and Starkweather Creek to the west. According to the Hawthorne -Truax Neighborhood Plan 2023, this area has a very high portion of renters who are cost burdened (72%), spending more than 30% of their income on housing. The primary EMCC neighborhoods served include Truax, Webb-Rethke, Hawthorne, Carpenter Ridgeway and other areas to the east and north.

According to EMCC service population in 2025 was 37% White/Caucasian, 37% Black/African American, 12% Asian, 14% Mixed/Other. Ethnicity breakdown is 86% not Hispanic, 11% also Hispanic and 3% only Hispanic. An estimated 32% have one or more people in the household with a disability. Sixty-six percent of households qualify as extremely low or low income.

The youth employment program participants are ages 14 - 21. Participants primarily progress through the elementary and middle school afterschool and summer camp programs where they gain volunteer experience. These skills enable them to move into their first paid employment as a youth worker at the Center. The program teens who are not in the paid youth worker positions, will have the opportunity to join the workforce education programming and higher education excursions.

Additional participants include non-paid positions for MMSD student volunteers/community placements, Madison College and UW Madison student volunteers, community service participants and other teen and young adult volunteers. Youth from local community centers will be invited to participate in training and higher education experiences as space allows.

Past and current participants, parents of past and current participants and board members who have direct experience with the youth employment program were interviewed for feedback and suggestions for future programming. One board member who was previously a youth worker is now a center director of a non-profit. He has agreed to be a reviewer/advisor for this program. Current staff and board member demographics mirror the community served. This summer's Wanda Fulmore student placed at EMCC gave positive feedback and asked that we "don't let the secret out" because she wants her spot back next summer. This teen mentioned that the past few summers were unproductive and borderline troublesome; this first job experience has been "amazing" for her and she says she feels like she's been here for years. As many interviewees stated, EMCC has a family feel to it. This is a testament to participants' connection to the program and why it is so important to engage them in the program development process.

- B. 2025 Participant Demographics: If your organization has offered similar or related programming in 2025, please provide available demographic data for participants served. This can include data collected through formal programs, pilot efforts, or community-based work—even if it was not funded by the City. If exact numbers are not available, please provide your best estimates and briefly note how the data was gathered (e.g., intake forms, surveys, observations). If you are a new applicant and do not yet have demographic data, please indicate that below.

Data consists of 2025 program teens, paid teen/young adult youth workers, Madison College student volunteers, community service participants at EMCC

Race	# of Participants	% of Total Participants
White/Caucasian	4	14%
Black/African American	19	68%
Asian	4	14%
American Indian/Alaskan Native	0	0
Native Hawaiian/Other Pacific Islander	0	0
Multi-Racial	1	4%
Balance/Other	0	0
Total:	28	100%
Ethnicity		
Hispanic or Latino	2	7%
Not Hispanic or Latino	26	93%

Total:	28	100%
Gender		
Man	19	68%
Woman	9	32%
Non-binary/GenderQueer	0	0
Prefer Not to Say	0	0
Total:	28	100%

Comments (optional):

- C. Language Access. Cultural Relevance: Please describe how the proposed program will serve non-English speaking youth, individuals, and families. Describe how the proposed program builds and sustains adequate access and cultural relevance needs.

English as a first language is not a requirement for employment at EMCC. Youth workers are required to have basic English language skills to work in the afterschool and summer camp programs.

EMCC acknowledges and embraces the multicultural makeup of the community and focuses on programs that are welcoming to all community members. EMCC currently has youth program staff who speak Hmong and one center staff member who speaks basic Spanish to communicate with participants. EMCC has had child participants whose primary language was Spanish which was accommodated through a bi-lingual youth worker.

To ensure equitable access, program materials are available in English and Spanish, with additional translations provided as community needs arise. EMCC maintains access to professional interpretation services through the Language Line telephone interpretation program and can access volunteer or contracted interpreters for recurring programs and meetings when appropriate. Youth workers receive an introduction to Language Line and other language access resources so they are familiar with the support available to participants; they are not tasked with using Language Line.

EMCC has invested in a language lesson program available to staff, volunteers and community members. Staff are encouraged to access this service for personal and/or professional goals.

- D. Recruitment and Engagement Strategy:

i. **Recruitment & Outreach:**

How does your program plan to recruit and reach members of the identified service population? Please describe any community outreach strategies, partnerships, or referral pathways you will use.

EMCC recruits participants primarily through its afterschool and teen programs, where many youth begin as volunteers before applying for paid youth worker positions. This creates a natural pathway from program participant to employee and allows youth to build the skills and confidence needed for their first job.

Additional referrals may be from community partners including, but not limited to Community Development Authority (CDA), Joining Forces for Families (JFF), Madison Metropolitan School District (MMSD) staff, and the Wanda Fullmore Youth Internship Program. EMCC also partners with local high schools and Madison College by providing volunteer opportunities for students seeking community service or service-learning credit, creating another pathway into the Youth Employment Program.

ii. **Addressing Barriers to Participation:**

What specific barriers to participation (e.g., transportation, scheduling, language, trust) might the population face, and how does your program plan to address them?

Youth participating in EMCC's Youth Employment Program may face barriers such as limited transportation, school responsibilities, parent work schedules, and caring for younger siblings. To help address these challenges, EMCC provides employment opportunities right in the neighborhood, reducing transportation barriers and making it easier for youth to get to work. Because EMCC programs operate six days a week, work schedules are flexible and are built around school, educational goals, and family responsibilities so participants can be successful both at work and in their personal lives.

Youth employees have primarily participated in EMCC's afterschool program before becoming youth workers. They already know the staff, have built trusting relationships with adult mentors, and feel comfortable asking questions and seeking support as they transition into their first job.

Youth are encouraged to speak up early if they have scheduling conflicts or concerns. Staff regularly coach participants on how to communicate professionally, solve problems, and ask for help before small issues become bigger ones. These skills help youth succeed at EMCC and prepare them for future employment outside of the Center. Staff have found that many youth workers are still developing an understanding of how their decisions and actions affect the workplace. Their first job at EMCC provides a supportive learning environment where they can make mistakes, receive constructive feedback, and be guided by trusted adult mentors. This approach helps these developing employees learn responsibility, accountability, and the professional skills needed for employment success.

Transportation before/after shifts is prioritized for youth who may not live in the surrounding neighborhoods and/or do not have access to reliable transportation.

Youth and young adults who live within a reasonable and safe biking distance are assisted in obtaining a bicycle, helmet, and lock to help ensure reliable transportation to and from work. EMCC partners with Wheels for Winners for the bikes and accessories.

iii. **Enrollment & Engagement Approach:**

Describe how participants will be enrolled and engaged in the program. Include any tools, processes, or approaches you will use that are responsive to the needs and preferences of the population served (e.g., Individual Service Plan (ISP), intake forms, assessment tools, culturally responsive practices).

Participants are enrolled through an employment or volunteer application and interview process that introduces workplace expectations and helps identify each youth's/young adult's interests, strengths, goals and scheduling capacity. Once hired, youth are actively engaged through an individualized employee development plan with goal setting, regular supervisor check-ins, performance evaluations, reflective journaling. External feedback will be acquired through practice interviews and feedback from program partners/employers. These tools provide ongoing feedback, support skill development, and help participants build confidence and prepare for future employment opportunities.

Following program completion, EMCC maintains ongoing communication with young adults as they transition to higher education, employment, or other career pathways. Youth program staff regularly provide continued encouragement, referrals, and support. Many program graduates remain connected

by volunteering, participating in center activities, or visiting EMCC. There is no defined end to this relationship, reflecting EMCC's long-term commitment to participant success.

3. PROGRAM LOCATION, DESCRIPTION, AND STRUCTURE

- A. Activities: Describe your proposed program activities. Please be sure to specify your program type, i.e. shelter services, workshops, helplines, classes, etc.,).

Program Components:

1. Youth and Young Adult Employment/Work Experience
 - a. Paid: Youth and young adults starting at age 14 are youth workers in the afterschool and summer camp programs. Activities include assisting adult staff with program activities, meal and snack prep/service, set-up and clean-up of program spaces and materials, group lead for some activities including arts and crafts, games and gym activities. EMCC supports the new employees and parents/caregivers through the work permit process.
 - i. Participants will be matched with a mentor/supervisor.
 - ii. Mentor and participant will develop an individualized employment plan with goals
 - iii. Participants will have a journal with guided reflection. This resource will be reviewed during one-on-one mentor sessions.
 - iv. The journals will include sections for higher education resources, connections made during discussions/presentations and core workplace skills progress (Workplace skills source: U.S. Secretary's Commission on Achieving Necessary Skills (SCANS))
 - v. Participants are required to complete the financial literacy lessons, attend higher education excursions, prepare for and participate in mock interviews and attend/present at least 1 EMCC board meetings.
 - vi. Career and aptitude tests - To be determined in collaboration with community partners and each participant's goals
 - b. Volunteers: Youth and young adults are provided opportunities to volunteer in the center for community service and school credit in positions which align with their personal interests and schedules. They are encouraged to maintain a regular schedule, adhere to center procedures and policies, the same as in a workplace. All members of the EMCC leadership team (Executive Director, Facility Operations Manager, Youth Program Manager and Program Coordinator) and three adults on the youth program staff serve as supervisors and mentors to Madison College and UW interns and volunteers, community service participants and young adult volunteers.
 - c. Connection to private sector employers: Youth and young adult volunteers are afforded a direct connection to two private sector employers within biking distance and on a bus line from the neighborhood. Employers will offer quarterly employment information sessions on topics including, but not limited to, professionalism, communication in the workplace, tips to survive and thrive in a first job and interviewing skills.
 - d. Industry aligned training: Volunteer and paid participants are provided with industry training pertaining to the programs they serve. This includes ServSafe, basic food skills training, food safety, customer service for basic entry level jobs, and CPR/First Aid/AED.
 - e. Inclusive supports: EMCC program staff and collaborative partners including Joining Forces for Families and the Community Development Authority assist all EMCC program participants, including staff and volunteers, address barriers such as food insecurity, housing instability, mental health, social-emotional support, childcare, or language needs to decrease barriers to success.
2. College and Career Exploration Activities

- a. Career exploration: EMCC will take teen/young adult employees and program teens to visit Madison College at least 6 times each year to explore higher education programs, potential career paths and learn about student life. This component will be coordinated with the Office of Student Engagement and Community Impact.
 - b. Career exploration: EMCC has formal partnerships with UW Madison Schools of Education, Social Work and Human Ecology. Using these connections, EMCC will introduce participants to higher education and careers pathways at UW. EMCC's Youth Program Manager is a graduate of Edgewood University and will introduce participants to this option as well.
 - c. EMCC connections lead to referrals to partners with support and services for employment. (ie. Operation Fresh Start (training), Black Men Coalition (professional development, transportation), Wanda Fulmore Youth Internships (summer paid work experience). EMCC is currently a host site for Wanda Fulmore interns.
 - d. Employment and higher education resources (ie. Madison College programs) and experiences will not be limited to the paid youth workers. Teen participants from EMCC and other community centers (ie Vera Court/BLW and other centers) will be invited as space allows.
3. Financial Empowerment
- a. Quarterly training workshops with a financial partner, Associated Bank. Additional resources include UW-Credit Union and Old National Bank who have offered financial literacy lessons at EMCC. Topics to include, but not limited to opening an account, budgeting, and personal finance.
 - b. Southwest Madison Employment Center - EMCC will introduce the youth workers to resources including, but not limited to financial empowerment, job leads, and how to sign up for services.
4. Integrated employment training
- a. Individual Employment Plan- Each youth and young adult employee will have an individual plan with goals determined together with their supervisor/mentor. Anticipated support including, but not limited to transportation and schedule flexibility will be included.
 - b. The program curriculum is individualized, but all participants will be given the opportunities to learn and gain transferable skills for long-term success in employment. This will be a combination of soft and hard skills to be learned, with emphasis on the worker's interests, education and career aspirations.
 - c. Skills will be introduced through team and one-on-one meetings. Some content will be delivered through the regular teen, afterschool and volunteer programs by EMCC staff or outside presenters.
 - i. Topics include, but not limited to, communication, active listening, teamwork, self-management, anger management, time management, confidence and professionalism. Progress will be documented through the individual plan and guided journal exercises.
 - ii. Life Skills topics include, but not limited to, problem solving to navigate new environments (school, workplace, community), financial literacy, conflict resolution and relationship building will be introduced through formal education sessions by EMCC and external community presenters. (Madison College, Private sector business owners)
5. Post EMCC program follow-up
- a. Maintaining contact after program completion helps young adults navigate higher education, employment, and career transitions. EMCC staff maintain regular contact with youth and young adults who leave EMCC or "graduate" from center programs. EMCC will formalize this follow-up to quarterly check-ins.

- b. EMCC staff maintain communication with program “graduates” through the transition phase into employment outside of EMCC.

- B. Employment and Career Development Equity Areas: Describe your agency’s ability to serve one or more of the equity areas highlighted in [Appendix A: Employment and Career Development Equity Area Map](#). Your agency does NOT need to be located within an equity priority area however you should address and how you will serve individuals in the areas. Please include the general location (use a nearby landmark like a school, streets, neighborhood name, etc.). How will residents in these areas access transportation if needed?
- According to the Employment and Career Development Equity Area map, EMCC is located within a Combined Priority Area: Higher concentrations of BIPOC and low-income adults, low income adults, low graduation rates, and low employment rates.
 - EMCC is centrally located between East Washington Avenue, Wright Street, Anderson Street and Hwy 151 in the Truax Low-income housing complex. Surrounding neighborhoods are Truax, Carpenter-Ridgeway and Webb-Rethke.
 - For 60 years, East Madison Community Center (EMCC) has served these neighborhoods while continuously adapting its programs and services to meet the evolving needs of the community. Over the decades, EMCC has developed strong partnerships with nonprofit organizations, educational institutions, private businesses, funders, and local government agencies. These collaborative relationships, combined with experienced staff, position EMCC to provide comprehensive support, meaningful career development opportunities, and timely referrals that help youth employment participants succeed both during and beyond the program.
 - Transportation: EMCC is located on a bus line. EMCC has van transportation and will work with teen and young adult staff to ensure safe transportation before and after shifts.
- C. Program/Service Schedule and Location: Please fill out the charts below to describe the schedule for your proposed program or service, including days and hours that services, classes, workshops, or other activities will be operating (if your staff operates during varied hours, please give your best overview of when your staff are interacting with clients).
- i. If your program operates at **multiple locations** with the **same schedule**, please list all locations TOGETHER in **TABLE 1** and include the schedule of operation
 - ii. If your program operates at **multiple locations** with **different schedules**, use **TABLE 2 in addition** to table 1 to detail each location’s unique schedule
 - iii. If you are submitting a JOINT/MULTI-AGENCY application:
 - a) Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)

- b) Use **TABLE 2**, in addition to table 1, if the service is operating at **multiple locations** with **different hours**

Table 1:

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	2:00 PM	8:00 PM
Tuesday	3:00 PM	8:00 PM
Wednesday	3:00 PM	8:00 PM
Thursday	3:00 PM	8:00 PM
Friday	3:00 PM	9:00 PM
Saturday	12:00 PM	5:00 PM
Sunday	Choose an item.	Choose an item.

**If hours are different than those listed, please use rows below drop-down list*

Table 2: (Optional/if needed)

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	Choose an item.	Choose an item.
Tuesday	Choose an item.	Choose an item.
Wednesday	Choose an item.	Choose an item.
Thursday	Choose an item.	Choose an item.
Friday	Choose an item.	Choose an item.
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

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**If hours are different than those listed, please use rows below drop-down list*

If applicable, please list the third and any subsequent service locations. Include the specific program schedule(s) differences as compared to the programs included in the tables above:

4. ENGAGEMENT COORDINATION AND COLLABORATION

- A. Family Engagement: Describe how your program engaged youth, individuals, and families in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

EMCC values participant and family input as an essential part of program planning, implementation, and continuous improvement. To inform this proposal, the Executive Director gathered feedback from current and former youth employees, retired center leadership, parents, and members of the Board of Directors through informal interviews and conversations about their experiences with the program and recommendations for its future. Feedback was overwhelmingly positive. Former youth employees described their first job at EMCC as a positive experience that helped them build confidence, responsibility, communication skills, and a strong work ethic. Several teens mentioned their experience to be a role model for the younger kids. Parents shared that the program has had a lasting impact on their children's maturity, accountability, and future aspirations. Many parents remarked that their children eagerly count down to their 14th birthday because they are excited for the opportunity to apply for their first job at EMCC which is a tradition that has become a meaningful milestone for many youth who grow up participating in the center's programs. One parent recommended increased communication and EMCC implemented a Google Drive shared document process for youth workers.

Youth, families, and community stakeholders will continue to play an active role throughout program implementation and evaluation. Participants and parents will provide ongoing feedback through conversations, surveys, and program evaluations, while current youth employees will help identify opportunities to strengthen training, mentoring, and career exploration activities. Each youth employee will also attend at least one EMCC Board of Directors meeting during their employment to share their personal growth, reflect on their work experience, and provide updates on the youth employment program from a participant's perspective. A former EMCC youth worker, who now serves as the executive director of a local community center and is employed by Madison School & Community Recreation (MSCR), will serve as an advisor on program assessment, evaluation, and continuous improvement. The EMCC Board of Directors will provide ongoing oversight and guidance to ensure the program remains responsive to community needs and continues to prepare youth for employment, higher education, and lifelong success. Two current board members have direct experience with the youth employment program.

- B. Neighborhood/Community Engagement: Describe how your program engaged neighborhood residents or other relevant community stakeholders in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

EMCC engaged neighborhood and community stakeholders in the development of this proposal through conversations with local business owners, Madison Metropolitan School District (MMSD) staff, Madison College representatives, and Associated Bank. Business owners provided valuable insight into the employability skills, workplace expectations, and professional behaviors they seek in entry-level employees, helping shape the program's emphasis on communication, responsibility, teamwork, customer service, and professionalism. MMSD staff affirmed the success of the current partnership and expressed their commitment to continuing to

collaborate with EMCC to support students with diverse learning needs through mentoring, educational support, and positive youth development. Madison College representatives provided guidance on incorporating career exploration, postsecondary planning, financial aid, admissions, student life, and college readiness experiences to help participants successfully transition beyond high school. Associated Bank contributed recommendations for strengthening the program's financial literacy component by emphasizing practical skills such as budgeting, saving, responsible use of credit, banking services, and long-term financial planning for young adults entering the workforce.

These community partners will remain actively engaged throughout program implementation and evaluation. Local business owners will participate in career presentations, mock interviews, workplace visits, and mentoring opportunities while offering feedback on participants' workforce readiness skills. MMSD staff will continue serving as professional resources for youth program staff by providing consultation on effective strategies for engaging and supporting young people. Madison College representatives will host campus tours and provide information on career pathways, admissions, financial aid, and student support services. Associated Bank will provide financial literacy education and resources to help youth develop sound money management habits as they earn their first paychecks. Together, these partnerships will strengthen program quality, provide ongoing feedback for continuous improvement, and ensure youth are well prepared for employment, higher education, financial independence, and long-term career success.

- C. Collaboration: Please complete the table below and respond to the narrative questions regarding program collaboration with community partners.

Note:

- Single applicants **MUST** list all partners/collaborators below and include a letter of commitment/support from the agency partner highlighting the ways in which the agency will support the program.
- Joint Lead applicants **MUST** include the program partners list, their role & responsibilities, contact person, and attach a Memorandum of Understanding MOU.

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
Madison College	Community Engagement Specialists will connect EMCC youth to career exploration experiences, higher education support services and an introduction to student life.	Thomas Kearney	N
Associated Bank	Bank manager will provide financial literacy classes including, but not limited to, basic banking skills, financial planning, budgeting and opening a bank account	Kayla Lowrey	Y
Culver's East Towne	Business owner and manager will provide consulting, workshops, and is a site for employment outside of EMCC	Marcus Krueger	Y
Chick-fil-A Eastside	Business owner and manager will provide consulting, workshops, and	Monica Daniels	N

	is a site for employment outside of EMCC		
Vera Court & Bridget Lake Point Neighborhood Centers	Youth Program team will provide cross training and bring youth from Vera Court and BLW to EMCC youth employment training and career exploration experiences	Richard Jones	Y
Madison Metropolitan School District	East HS student program coordinator for students with special needs places and accompanies teens at EMCC for workplace experience in the EMCC food pantry.	Nick Robarge	Y
Madison Metropolitan School District	High school students placed in non-profits to volunteer for credit. EMCC has inquired to be a host site for the 2026-2027 school year.	Annie Johnson	N

List any additional partners, their role & responsibilities, contract person and MOU information (if applicable):

Madison Metropolitan School District – Principal Lucy Sieber: Principal Sieber serves as a valued community partner by connecting EMCC youth program staff with experienced teacher consultants who provide guidance on effective youth engagement, classroom management strategies, and supporting students with diverse learning and behavioral needs. This collaboration strengthens staff capacity and enhances the quality of programming. While this partnership is active and ongoing, it is not governed by a formal Memorandum of Understanding (MOU).

Madison College Wolfpack volunteers - Adriana Lazo - EMCC has partnered with the Madison College WolfPack Volunteer Program for more than 20 years. Through this long-standing partnership, college students complete volunteer experiences that align with their interests, academic goals, and schedules. EMCC offers flexible volunteer opportunities across a variety of programs, including the food pantry, youth programs, administrative support, social media, fitness programs, PFAS outreach, and organizational projects. These experiences allow students to develop workplace skills, explore career interests, and receive recognition through the WolfPack Volunteer Program. Formal commitments are established each term. EMCC is set to be a host site in 2026-2027.

Wanda Fulmore Youth Internship Program - EMCC is a host site for interns and has connected an EMCC youth to an external Wanda Fulmore internship. A member of the EMCC leadership team was a Wanda Fulmore intern.

Wheels for Winners - EMCC connects youth and young adults to this program to secure a bike, helmet and lock. Participants complete 10 hours of volunteer service at the center to receive the bike. EMCC connects community members of all ages to Wheels for Winners and has prioritized helping people get a working bike and safety gear to get to work instead of relying on the bus or walking long distances.

Madison-Out-of-School Time (MOST) Program (City of Madison/MMSD): EMCC youth program staff are required to attend the annual MOST conference and choose training topics to gain skills for their youth worker roles. EMCC has nominated many deserving youth workers for dedication to being a role model for children and providing care to younger kids in out of school time. Note: EMCC's current Youth Program Manager was one of the first MOST awards recipients and has been serving youth at EMCC for 18 years.

How do these partnerships enhance this proposal?

EMCC's youth employment program is strengthened through a network of community partners that expand career exploration, workforce readiness, financial literacy, and postsecondary opportunities. Local business owners introduce participants to workplace expectations, employer perspectives, and career pathways while helping youth develop the professional skills needed to succeed in their first jobs. High school work-based learning staff collaborate with EMCC to identify students who can benefit from employment experiences and help connect classroom learning with workplace success. Madison College community liaisons expose youth to higher education opportunities, financial aid, career and technical education programs, admissions, student life, and campus resources, making postsecondary education more accessible. Associated Bank provides financial literacy education focused on budgeting, saving, banking, responsible credit use, and financial planning, equipping youth with the knowledge and skills to successfully manage their first paychecks and build lifelong financial wellness. Fellow community centers collaborate on joint workshops, career exploration activities, and shared resources, broadening youth access to experiences, employers, and support networks across Madison.

Additional partners, including Wheels for Winners, Madison Out-of-School Time (MOST), and the Madison Metropolitan School District (MMSD), provide complementary support that addresses barriers and strengthens youth success. These partnerships help fill critical gaps by improving transportation access, enhancing group-based learning experiences, and connecting youth with additional educational and community resources. Together, these collaborations create a comprehensive workforce development program that prepares young people for employment, financial independence, postsecondary education, and long-term career success.

What are the decision-making agreements with each partner?

Partnerships are guided by letters of support and Memoranda of Understanding (MOUs), as appropriate, that clearly define each partner's roles, responsibilities, and contributions to the program. EMCC serves as the lead agency and is responsible for overall program coordination, while major program decisions are made collaboratively with partner organizations through regular communication and shared planning.

To ensure strong collaboration, EMCC will host an annual partner meeting at the beginning of each program year to review program goals, timelines, participant outcomes, consistent expectations and each organization's responsibilities. Throughout the year, partners will receive regular updates on youth employee participation, skill development, accomplishments, and overall program progress. Ongoing communication through meetings, email, and individual check-ins will support coordination, address emerging needs, celebrate successes, and ensure all partners remain informed and actively engaged in program implementation and continuous improvement.

- D. Resource Linkage and Coordination: What resources are provided to youth, individuals, and families participants by your proposed program/service? How does the program coordinate and link participants to these resources?

Resources for youth and young adults

Many youth apply for their first job experience at EMCC as a youth worker. The youth program participants start out as volunteers and look forward to applying for a paid position once they turn fourteen. Youth are connected to college entry programs and work training programs through connections with Madison College and other local partners such as Operation Fresh Start. EMCC Youth Program staff connect youth and parents/guardians with community resources through calls, email and often, personal introductions.

EMCC has a partnership with a local restaurant which currently employs two EMCC "graduates". EMCC staff reach out to these employers to determine openings and to refer EMCC participants to apply for the jobs.

High school students are taken on college tours and encouraged to focus on graduation and then plan for after graduation. The current youth program manager graduated from Madison College and Edgewood College and through this experience can share his own personal experiences with overcoming obstacles to achieve goals.

Youth and young adult youth workers are introduced to higher education resources include, but not limited to, excursions and experiences at UW-Madison and Madison College, referrals to higher education financial services, one-on-one support for youth and their parents/guardians to understand the continuum of applying, thriving and financing higher education.

EMCC offers higher education scholarships and students, youth workers, parents and community members are encouraged to apply. The youth workers' strong connection to EMCC and work experience has helped applicants secure scholarships from EMCC and other community resources. EMCC's connection with higher education programs assists youth workers and their parents/guardians to navigate the often unfamiliar world of higher education.

Local high students will be able to volunteer at EMCC to gain workplace experience matching their interests while earning high school credit. EMCC is in the process of becoming a host site for students to earn credit.

Local high school students with special needs are able to choose EMCC as a community volunteer site with MMSD staff support. These students gain real world experience in a community setting. EMCC staff work closely with the MMSD team to match students with their interests and career aspirations.

In coordination with Joining Forces for Families and the Community Development Authority, EMCC connects youth employees and their families to support including housing and food security.

5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

- A. Program Outputs – Please tell us how you are measuring your output data such as: unduplicated participants, program hours, program completion etc. Please see Guidelines for more examples.
- Number of unduplicated youth/young adults participants employed by EMCC (6)
 - Number of unduplicated youth/young adults participants participating in workforce readiness trainings in a non-paid program (12)
 - Number of youth/young adult paid hours (4000)
 - Financial literacy education sessions (4) - Two by EMCC staff, Two by Banking professionals
 - Number of unduplicated youth/young adult participants who attend and present at EMCC Board Meeting (6)
 - Number of unduplicated youth/young adult participants who complete training and receive educational credit and/or industry recognized certificates earned (ie. Serv Safe/Red Cross/HS credit) (12)
 - Youth wages paid by City funds (6)
 - Youth participating in financial empowerment education (12)
 - Youth paid by direct deposit (6)
 - Number of youth who graduate/GED/HSED while employed by EMCC - varies
 - Number of MMSD students placed at EMCC for community volunteer/work experience. (4)
 - Number of young adult students from Madison College placed at EMCC for community volunteer experience (3)

B. Program Outcomes

Please describe the data and the data source used to choose your outcome objectives:

DATA: EMCC will collect data on participants' acquisition and progress with workplace skills and knowledge.

EMCC will collect data from program partners on participants' overall work readiness.

SOURCES: Participants journals, partner and participant surveys, mentor/participant meeting notes

Please complete the table(s) with your selected outcome objectives. Applicants must choose from the measurable outcomes listed in the RFP that correspond to the priority area for which they are applying. Please see the "Measures of Success" section of the RFP guidelines for a list. Applicants may propose additional program-specific outcomes they plan to track and evaluate. **Note: Outcome EXAMPLE Objective is not required and is ONLY meant to serve as an example outcome to reference as you complete the other tables**

Outcome EXAMPLE Objective: 75% of program participants obtained an industry recognized certificate by end of program.				
Performance Standard	Targeted Percent	75%	Targeted Number	90 of 120 clients
	Actual Percent	78%	Actual Number	94 out of 120 clients
Measurement Tool(s) and Comments: Client exit survey				
Methodology: The primary measurement tool was an exit survey that used open-ended and multiple-choice prompts to allow participants to elaborate on their experiences. Surveys were distributed to all program participants at time of exit from services/at the point of program completion, surveys are voluntary and anonymous.				

Outcome Objective #1: SKILLS At least 80% of participating youth will demonstrate increased workplace readiness by improving skills such as communication, teamwork, responsibility, problem-solving, punctuality, and professionalism, as measured by supervisor evaluations and participant self-assessment.				
Performance Standard	Targeted Percent	80	Targeted Number	5
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Supervisor observations and evaluations, youth worker self-evaluations and journal				
Methodology: The primary measurement tools are supervisor evaluation forms and youth worker self-evaluations and journals used as guides during one-on-one meetings and formal evaluations to gain an overview on their experiences. Future areas of growth will be identified and added to the individualized work plan. Results will be reviewed annually to measure progress toward the 80% skills objective.				

Outcome Objective #2: KNOWLEDGE At least 80% of Teen and young adult participants will increase their knowledge of workplace expectations, career pathways, and postsecondary education opportunities through employment training and career exploration experiences in the youth employment program.				
Performance Standard	Targeted Percent	80	Targeted Number	16
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Pre/post surveys, journals, mentor/participant discussions/evaluations				
Methodology: EMCC will measure participant growth using pre-participation surveys, post-activity surveys, journal reflections, and supervisor question-and-answer discussions conducted during one-on-one meetings and performance evaluations. Results will be reviewed to assess increases in participants' knowledge of workplace expectations, career pathways, and postsecondary education opportunities. Results will be reviewed annually to measure progress toward the 80% knowledge objective.				

Outcome Objective #3: PARTNERS At least 80% of program partners will report satisfaction with the preparedness, communication skills, professionalism, and overall work readiness of youth participating in the EMCC Youth Employment Program. Partners will also indicate that participants are well prepared to pursue employment opportunities and/or successfully transition into postsecondary education, workforce training, or other partner-supported programs.				
Performance Standard	Targeted Percent	80	Targeted Number	5
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Partner pre-program surveys. Partner annual program evaluations and observations. Partner communication during the program year.				
Methodology: EMCC will use partner pre-program surveys and annual partner evaluations to assess youth preparedness, communication skills, professionalism, and work readiness. Results will be reviewed annually to measure progress toward the 80% partner satisfaction objective.				

To add additional outcome objectives, please copy and paste the table below as needed.

6. PROGRAM STAFFING AND RESOURCES:

- A. Program Staffing: Full-Time Equivalent (FTE) – Include employees, with direct program implementation responsibilities. **Please be sure to list all required certifications and training.** FTE = % of 40 hours per week. Use chart below and use one line per individual employee.

B.

Position Title	FTE	Required Certifications and Training	Location(s)
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Executive Director	0.01	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704
Youth Program Manager	0.15	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704
Assistant Youth Program Manager	0.15	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704
Program Coordinator	0.02	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704
Facility Operations Manager	0.05	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704
Lead Youth Worker	0.14	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704
Youth Worker 1	0.24	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704
Youth Worker 2	0.24	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704
Youth Worker 3	0.24	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704
Youth Worker 4	0.24	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704

Youth Worker 5	0.48	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704
Youth Worker 6	0.48	Civil Rights, Sexual Harassment, De-escalation, Inclusive Workplace, CPR/First Aid/AED	EMCC 8 Straubel Court Madison 53704

- C. Volunteers: Describe your process for screening, training, and supervising volunteers who will have direct contact with program participants.

Prospective volunteers complete a volunteer application and participate in an interview with program staff to discuss their interests, skills, and availability. Applicants whose experience and interests align with current program needs undergo a background check through Fidelitec before placement. Once approved, volunteers are assigned to a program supervisor based on their volunteer role and receive individualized orientation and training on EMCC's volunteer tracking software, organizational policies, and program-specific procedures. When appropriate, new volunteers are paired with an experienced volunteer to provide additional guidance and support during onboarding.

- D. Other Program Resources Please list any other program resources or inputs (e.g., program space, transportation, equipment, or other supports) that are necessary for the success of your program. Are these resources currently in place? If not, describe your plan and timeline for securing them.

EMCC has the facilities, equipment, and infrastructure necessary to successfully operate its youth employment program. Program resources include dedicated program space, computers and technology, transportation, and office supplies. Each youth employee has access to individual office and journaling supplies, as well as a computer for program planning, professional development, and completing electronic timesheets.

Transportation for work-related activities, career exploration, and higher education visits is provided through EMCC's existing vehicle fleet and is supported through the youth employment program budget and the Holistic Organization of Partners for Economic Security (HOPES) program. All of these resources are currently in place and available to support program implementation.

7. BUDGET

- A. The budget workbook should be submitted with the proposal using the template provided in an Excel document or as a PDF. There are six tabs within the Excel spreadsheet: Cover Page, Board & Staff Demographics, Revenue, Expenses, Personnel, and Program Summary. **The Cover Page, Program Summary, and relevant Program Budgets must be submitted with this document for a proposal to be complete.**

Joint/Multi-Agency Applications

- B. The Lead Applicant will be responsible for submitting the Budget Workbook and Budget Narrative(s) alongside all required materials.
- a. The budget template and budget narrative can be found on the [CDD Funding Opportunities Website](#).

8. If applicable, please complete the following:

A. Disclosure of Conflict of Interest

Disclose any potential conflict of interest due to any other clients, contracts, or property interests, e.g. direct connections to other funders, City funders, or potentially funded organizations, or with the City of Madison.

N/A

B. Disclosure of Contract Failures, Litigations

Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation.

EMCC is currently defending a claim in federal court by a former employee alleging that EMCC unlawfully extended their probationary period and further alleging a hostile environment which they allege is based on race. While the lawsuit alleges a hostile environment, the allegations do not include any alleged racially-charged language, statements or conduct. EMCC vigorously contests the allegations and has filed a motion with the Court to dismiss the Complaint.

APPLICATION FOR 2026 EMPLOYMENT AND CAREER DEVELOPMENT SERVICES PROGRAMS**1. ORGANIZATION CONTACT INFORMATION**

Legal Name of Organization	East Madison Community Center Inc.
Mailing Address	8 Straubel Court Madison, WI 53704
Telephone	(608) 249 - 0861
FAX	
Director	Regina McConnell
Email Address	rmcconnell@eastmadisoncc.org
Additional Contact	
Email Address	
Legal Status	Private: Non-Profit
Federal EIN:	39-1941839

2. PROPOSED PROGRAMS

	2027		If currently City funded	
Program Name:	Letter	Amount Requested	2026 Allocation	Joint/Multi Application - SELECT Y/N
EMCC Youth Employment	A	\$30,000		No
Contact:	Regina McConnell			
	B			
Contact:				
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$30,000		

DEFINITION OF ACCOUNT CATEGORIES:

Personnel: Amount reported should include salary, taxes and benefits. Salary includes all permanent, hourly and seasonal staff.

Taxes/benefits include all payroll taxes, unemployment compensation, health insurance, life insurance, retirement benefits, etc.

Operating: Amount reported for operating costs should include all of the following items: insurance, professional fees and audit postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone, training and conferences, food and household supplies, travel, vehicle costs and depreciation, and other operating related cost.

Space: Amount reported for space costs should include all of the following items: Rent/Utilities/Maintenance: Rental costs for office space; costs of utilities and maintenance for owned or rented space. Mortgage Principal/Interest/Depreciation/Taxes: Costs with owning a building (excluding utilities and maintenance).

Special Costs: Assistance to Individuals - subsidies, allowances, vouchers, and other payments provided to clients.

Payment to Affiliate Organizations - required payments to a parent organization. Subcontracts - the organization subcontracts for service being purchased by a funder to another agency or individual. Examples: agency subcontracts a specialized counseling service to an individual practitioner; the agency is a fiscal agent for a collaborative project and provides payment to other agency.

3. SIGNATURE PAGE**AFFIRMATIVE ACTION**

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at cityofmadison.com/civil-rights/contract-compliance.

CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

INSURANCE

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management: Commercial General Liability, Automobile Liability, Worker's Compensation, and Professional Liability. The cost of this coverage can be considered in the request for funding.

4. SIGNATURE

Enter name: Regina McConnell

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above.

DATE 8/2/26

INITIALS: RM

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ies.

5. BOARD-STAFF DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current board and staff. Refer to application instructions for definitions. You will receive an "ERROR" until you finish completing the demographic information.

DESCRIPTOR	BOARD		STAFF		MADISON*		
	Number	Percent	Number	Percent	GENERAL Percent	POVERTY Percent	R/POV** Percent
TOTAL		100%		100%			
GENDER							
MAN	3	27%	5	45%			
WOMAN	8	73%	6	55%			
NON-BINARY/GENDERQUEER	0	0%	0	0%			
PREFER NOT TO SAY	0	0%	0	0%			
TOTAL GENDER	11	100%	11	100%			
AGE							
LESS THAN 18 YRS	0	0%	2	18%			
18-59 YRS	10	91%	9	82%			
60 AND OLDER	1	9%	0	0%			
TOTAL AGE	11	100%	11	100%			
RACE							
WHITE/CAUCASIAN	2	18%	3	27%	80%	67%	16%
BLACK/AFRICAN AMERICAN	7	64%	5	45%	7%	15%	39%
ASIAN	1	9%	2	18%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	0	0%	1	9%	3%	4%	26%
BALANCE/OTHER	1	9%		0%	1%	2%	28%
TOTAL RACE	11	100%	11	100%			
ETHNICITY							
HISPANIC OR LATINO	2	18%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	9	82%	11	100%	93%	81%	74%
TOTAL ETHNICITY	11	100%	11	100%			
PERSONS WITH DISABILITIES	1	9%	2	18%			

*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES.

AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

**R/POV=Percent of racial group living below the poverty line.

6. Does the board composition and staff of your agency represent the racial and cultural diversity of the residents you serve? If not, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER) YES

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2025

7

How many Board meetings has your governing body or Board of Directors scheduled for 2025?

7

How many Board seats are indicated in your agency by-laws?

20

List your current Board of Directors or your agency's governing body.

Name	Bridget Rogers			
Home Address	3325 Basil Dr, Madison, WI, 53704			
Occupation	Social Worker-Joining Forces for Families			
Representing	Treasurer			
Term of Office		From:	11/2025	To: 11/2026
Name	Tauri Robinson			
Home Address	S1075 Lyndon Road, WI Dells, WI, 53965			
Occupation	Center Director-MSCR			
Representing	Secretary			
Term of Office		From:	11/2025	To: 11/2026
Name	Neri Haried			
Home Address	965 Baneberry Drive, Sun Prairie, WI, 53590			
Occupation	Community Banking Market Manager, VP-Old National Bank			
Representing	President			
Term of Office		From:	11/2025	To: 11/2026
Name	Tracy Lomax			
Home Address	1245 North Pine St, Sun Prairie, WI, 53590			
Occupation	City Civil Rights Dept.-City of Madison			
Representing	Vice President			
Term of Office		From:	11/2025	To: 11/2026
Name	Sharon Rice			
Home Address	1 Straubel Ct #603, Madison, WI, 53704			
Occupation	Healthcare			
Representing	Community Representative			
Term of Office		From:	11/2025	To: 11/2026
Name	Je'Dauri Robinson			
Home Address	15 Straubel Ct, Madison, WI, 53704			
Occupation	Lead Manager-In Home Health Care			
Representing	Community Representative			
Term of Office		From:	11/2025	To: 11/2026
Name	Diane Meadowcroft			
Home Address	929 Harrington Dr #105, Madison, WI, 53718			
Occupation	Daycare Director			
Representing	Community Representative			
Term of Office		From:	11/2025	To: 11/2026
Name	Antonio Cruz-Rodriguez			
Home Address	1318 Acewood Blvd, Madison, WI, 53704			
Occupation	Community School Resource Coordinator			
Representing	Community Representative			
Term of Office		From:	11/2025	To: 11/2026

AGENCY GOVERNING BODY cont.

Name	Rosie Haskins			
Home Address	1360 McArthur Road, Madison, WI, 53714			
Occupation	In Home Health Care			
Representing	Community Representative			
Term of Office		From:	11/2025	To: 11/2026
Name	Jamal Palmer			
Home Address	248 Wyalusing Dr, Madison, WI, 53718			
Occupation	Youth Training Navigator/Advisor-Madison College			
Representing	Community Representative			
Term of Office		From:	11/2025	To: 11/2026
Name	Marbeli Bruno			
Home Address	1651 Wright St, Madison, WI, 53704			
Occupation	Homemaker			
Representing	Community Representative			
Term of Office		From:	11/2025	To: 11/2026
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:		To:
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:		To:
Name				
Home Address				
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Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
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Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy

****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 2027	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	0						
UNITED WAY DANE CO	0						
CITY CDD (This Application)	233,321	30,000					203,321
City CDD (Not this Application)	0						
OTHER GOVT*	0						
FUNDRAISING DONATIONS**	645,915	64,874					581,041
USER FEES	0						
TOTAL REVENUE	879,236	94,874	0	0	0	0	784,362

*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.

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

[illegible]

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

	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027
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
Executive Director (2hrs/month)	0.01					0.01	111,405	22,540	133,945	53.56	1,000
Youth Program Manager (15%)	0.15					0.15	84,872	24,480	109,352	40.80	2,500
Assistant Youth Program Manager (15%)	0.15					0.15	56,098	17,379	73,477	26.97	2,500
Program Coordinator (1 hr/wk X 50 wks)	0.02					0.02	65,397	16,236	81,633	31.83	1,000
Facility Operations Mgr (2hrs/wk X 50 wks)	0.05					0.05	76,529	20,639	97,168	37.23	1,000
Lead Youth Worker (6hrs/wk X 50 wks)	0.14					0.14	40,212	1,732	41,944	19.57	1,000
Youth Worker #1 (10hrs/wk @ \$9.50/hr)	0.24					0.24	4,750	447	5,197	9.50	2,500
Youth Worker #2 (10hrs/wk @ \$9.50/hr)	0.24					0.24	4,750	447	5,197	9.50	2,500
Youth Worker #3 (10hrs/wk @ \$10/hr)	0.24					0.24	5,000	471	5,471	10.00	2,500
Youth Worker #4 (10hrs/wk @ \$10/hr)	0.24					0.24	5,000	471	5,471	10.00	2,500
Youth Worker #5 (20hrs/wk @ \$14/hr)	0.48					0.48	14,000	1,319	15,319	14.00	5,500
Youth Worker #6 (20hrs/wk @ \$15/hr)	0.48					0.48	15,000	1,407	16,407	15.00	5,500
						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
						0.00			0	0.00	0
SUBTOTAL/TOTAL:	2.44	0.00	0.00	0.00	0.00	2.44	483012.40	107568.20	590580.60	277.96	30000.00

CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS

*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

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

	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026
Title of Staff Position*	FTE**	FTE**	FTE**	FTE**	FTE**	Total FTE	Salary	Taxes and	Amount	Wage***	Requested

						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
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						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
TOTAL:	2.44	0.00	0.00	0.00	0.00	2.44	483012.40	107568.20	590580.60	277.96	30000.00

*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**

Program Summary

This tab should be completely filled in by your previous answers.

Pgm Letter	Program Name	Program Expenses	2027 City Request
A	EMCC Youth Employment	PERSONNEL	30,000
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	30,000
B	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
C	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			30,000