



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:	JustDane, Inc.	Total Amount Requested:	\$ 185,000
All program(s) connected to your organization:	Program Name: Foodservice & Hospitality Training and Career Pathways for Marginalized Populations. Amount Requested: \$ 185,000 Applicant Type: Joint Application - LEAD Program Type: Adult Employment- Programs & Services List Program Partner(s) (if applicable): African Center for Community Development		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable):		
	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	Linda Ketcham	Email: linda@justdane.org

Applications - Lead Org):			
Organization Address:	128 E. Olin Ave. Suite 202, Madison, WI 53713	Telephone:	608-256-0906
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (<i>if no</i>)	

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).

JustDane, formerly Madison-area Urban Ministry, was founded in 1971 and incorporated as a private, 501 c 3 in 1973. Our mission is to help transform individual lives and social systems to help create a more just and equitable community. Guided by our core values of: Inclusion, Compassion, Forgiveness, and Courage, we envision a community in which everyone has the opportunity to thrive. To that end, we have served as a fiscal agent and incubator for over 45 grassroots projects and initiatives, many of which have spun off to become their own non-profits, including: Project Home, Centro Hispano, the Allied Wellness Center, Madison Community Health Center, Interfaith Coalition for Worker Justice – now Worker Justice WI. We engage in advocacy related to racial and economic justice, housing justice and ending homelessness, criminal legal system reform and state and local budgets that support the safety net and an end to the criminalization of poverty. We also provide an array of community based, direct services that support adults returning from incarceration, people in recovery, youth who are legal system impacted and employment training for individuals facing significant barriers to employment training and employment.

In 2005, as part of our reentry program service array, JustDane began partnering with Dane County Human Services to provide Food Share Employment Services for individuals who have criminal legal system involvement. Those services include soft skills employment training, job search, placement, and retention support. In 2013 we launched our Just Bakery vocational training program to provide access to industry specific, evidence-based employment training for individuals facing significant barriers to employment, including conviction history, unstable or no housing, substance abuse or mental health challenges, lack of a high school diploma or equivalency degree. Since the original launch of the program, the curriculum and program have evolved to provide students with the opportunity to earn nationally recognized industry specific certificates, as well as college credit through an articulation agreement with Madison College. In alignment with research in the field of employment training, Just Bakery also provides wrap-around supportive services for our students. In 2017 we entered a collaboration with Centro Hispano in the area of Peer Support. As part of the partnership, JustDane worked with Centro's team to increase training and employment opportunities for bilingual, bicultural individuals in the field of Peer Support. Through that collaboration, the number of bilingual (English/Spanish), bicultural State Certified Peer Support Specialists increased significantly, as did the number of bilingual, bicultural Peer Support Specialists Trainers – thereby significantly increasing access to training and career opportunities.

In submitting this joint proposal for Adult Employment Services, JustDane's Just Bakery and the African Center for Community Development (ACCD) seek to replicate the success of the collaboration between Centro and JustDane by continuing our existing employment training programs while increasing access to entrepreneurship training and industry specific, nationally recognized training certificates for individuals who are working with the ACCD.

2. 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.

Over the past 26 years JustDane has developed and implemented programming that aligns with the Adult Employment RFP Guidelines, offering trauma informed, person centered, strengths-based employment training services and supportive services for individuals for adults aged 18 and older who face significant barriers to employment training and employment that places them on a career pathway toward greater financial stability. Across all JustDane programs the majority of program participants are adults aged 18 or older, are BIPOC, living at or below the poverty level at the time of enrollment and who face additional barriers related to conviction history, being unhoused, lack of education, no previous work history, and experience with substance use disorder and/or other mental health challenges. Through our collaboration with Centro Hispano, immigrants who face additional challenges related to language barriers gain access to employment training that addresses their additional challenges. All of our employment related activities focus on removing barriers to expand access to training and work-based learning and employment, all with the goal to promote and increase financial stability.

Our services promote increased wellbeing, help stabilize individuals experiencing challenges, focus on individual skill development that increases employment opportunities and earnings, as well as increasing protective factors and building even greater strength, resiliency and economic stability through the provision of wrap around supports as additional elements of the training program.

In response to community need and input, JustDane has developed an array of services that address the safety, well being and stability of individuals, families and youth in our community. These services have an emphasis on assisting individuals build and strengthen their internal resilience, self-efficacy and protective factors, which includes successful employment outcomes. Working with community partners and stakeholders, we have built programs and collaborations that provide holistic, wraparound supports for individuals, children and families.

Our agency programs and initiatives specifically related to employment and employment training include:

- Circles of Support was launched in 2002. Circles of Support is a community-based reentry support initiative for individuals being released from prison or jail and returning home to Dane County. The program recruits, screens and trains community volunteers to serve on a Circle. Each Circle is comprised of 6 volunteers who agree to meet weekly with someone newly released from incarceration. The Circle serves as a new community support, provides socialization, a safe place to discuss the frustrations of reentry and to problem solve ways to address those challenges, including related to employment, while building social capital and helping to alleviate isolation. Circle participants also receive employment soft skills training and assistance with job search and employment retention. In 2022 we began a collaboration with Out Reach to recruit, screen and train volunteers from the LGBTQ+ community to create Circles specifically focused on the additional trauma and challenges faced by members of the LGBTQ+ community who have been incarcerated and are returning home. We currently have two LGBTQ+ Circles supporting individuals newly released from prison.
- JustDane launched The Journey Home initiative in 2005 and focuses on: Residency, Employment, Support, Education and Treatment (RESET). An array of services and activities are offered to individuals and focus on reducing the return to prison rate among participants. Program staff, called Resource Specialists, assist individuals with connecting to housing supports, provide employment soft skills training, work search and employment retention supports, referral to employment and vocational training programs, connecting to support services and therapy and educational programs. Individuals work one-to-one with their Resource Specialist to find housing, employment and access to other JustDane and other community-based partners and organizations. In addition to significantly reducing the return to prison rate, the program works to increase self-efficacy, economic and personal stability. The Journey Home array of services

includes employment soft skills training, employment search and retention support, Parenting Inside Out classes, weekly peer led support groups (Phoenix Initiative), weekly computer lab for individuals with barriers to internet access, and assistance with transportation and housing search. Our monthly Service Fair is a one stop shop for people to easily access resources through the area non-profits that attend, including staff from our Just Bakery program and other employment training programs and employers. We also have a micro-loan program for our participants who are unable to access credit so that they can meet emergency needs like auto repairs.

- Just Bakery, implemented in 2013, was inspired by the employment challenges faced by one of our Circle of Support members as he sought employment in the food industry. The program is focused on individuals who have significant barriers to employment training and employment, including criminal legal system involvement, prior incarceration, unhoused, history of substance abuse and/or other mental health challenges, lack of a high school diploma or equivalency. The program takes a holistic approach to training. Program components include nationally recognized, industry specific training curriculum that leads to nationally recognized certifications in food service, hands on training in our commercial baking kitchen, as well as peer support groups, tutoring supports, service coordination, employment search, placement and retention support, and referral and linkage to other appropriate community supports. Through an articulation agreement with Madison College, participants earn college credit toward a culinary degree for each of the nationally recognized credentials they obtain. Graduates earn automatic acceptance into the Madison College Culinary program if they are interested in pursuing a degree. Through a private foundation we also have a paid internship placement for up to four students per year. Through that funder and a HUD Employment Grant to provide employment training grant we are able to provide training stipends for students to attend classes – thereby alleviating some financial stressors that can impede participation. Just Bakery produces a line of baked goods which are sold in the community with the proceeds reinvested into the program.

- Reentry Peer Support and Case Management. While JustDane has, for many years provided peer support and mentoring for individual returning home from prison, our formal peer support program was created in 2017 when we contracted with the City of Madison to provide support for individuals who are impacted by the criminal legal system AND who have a history of mental illness and/or substance use disorder. Peer Specialists are State Certified and have their own lived experience with mental illness and/or substance use disorder. From 2017 through 2021 the program also included employment training supports through partnerships with Robert Pierce's Urban Ag training program and, through a collaboration with Access to Independence, we supported more individuals with criminal legal system involvement in obtaining the training and Certification as Peer Support Specialists. Participants in those classes are now employed by a myriad of non-profits throughout Dane County. In 2021 we expanded the program through a collaboration with Centro to provide greater access to peer support services and certification training in the Latinx community. This included working again with Access to Independence so that Centro could offer certification training for bilingual, bicultural participants. At the time there was only one bilingual Peer Support Trainer in Wisconsin. Through the collaboration, Centro was able to not only send over 50 individuals through the Peer Support training, they were able to increase the number of bilingual, bicultural trainers to 6 statewide, two of whom are employed with Centro. The Peer Support Specialists in both programs are in recovery, they assist with crisis intervention and prevention, emotional support and employment support as they walk side by side with their peer, as their peer charts their individual recovery pathway.

- In response to changes in the Dane County Sheriff's policy related to Huber work release programming, JustDane began offering ServSafe Manager training classes in the Dane County Jail in 2024. We were hearing from individuals in jail that they were being denied Huber privileges (electronic monitoring in the community) because they were unhoused or determined to have a substance use disorder and/or other mental health challenges. This left them unable to access employment training that would enhance their employment skills and offer industry specific training credentials. The ServSafe Manager classes through Just Bakery offers them the opportunity to earn a nationally

recognized, industry specific training credential while incarcerated, a credential which increases their earning potential by \$1.00 to \$2.00 per hour in the hospitality industry.

- A Chance to Work, A Chance to Succeed: JustDane and Worker Justice Wisconsin first worked together in 2006 as part of a collaboration with the Interfaith Coalition for Worker Justice and the Worker Rights Center (both later merged to form Worker Justice WI). The collaboration was called “The Right to Work, the Right to Succeed” and focused on providing information to criminal legal system impacted individuals, as well as immigrants, of their rights as employees. This included education on both discrimination and wage theft. The other component focused on working with employers to encourage them to consider hiring people who had criminal conviction histories. Since 2018 we have partnered with Worker Justice WI to educate our students on their rights as employees and ways to recognize wage theft. Worker Justice WI has created a curriculum that they regularly update, that focuses on issues specific to the areas of food service, baking and hospitality industries. Under this expanded collaboration with ACCD, Worker Justice WI will continue to provide trainings to Just Bakery students. Worker Justice WI will also accept referrals from the Just Bakery Case Manager and from The African Center for Community Development to their Collective Power Initiative.

- 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.”

In January of 2025 our Associate Director accepted a position with the Dane County Office of Justice Reform. Our Board and Executive Director agreed to keep the position vacant as we continue to assess the potential federal funding cuts and work to ensure that our staffing priority is the retention of direct service staff. The Associate Director duties were reassigned to the Executive Director. This change does not impact our ability to provide the proposed services. In May 2026, our Office Manager accepted a position with the Sun Prairie School District. That position has been filled.

- 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.”

We plan to fill the Associate Director position in late 2026 or early 2027.

In a new collaboration with Eminent Design, the City of Madison and Lutheran Social Services, JustDane will provide supportive services for young people aging out of the foster care system who will reside at the Park Loft apartments. Park Lofts are scheduled to open in October 2026. In addition to supportive services for the young adults aging out of foster care, JustDane will offer programming for all building residents and members of the neighborhood as a way of building community for the young people. Services may include ServSafe Manager classes and certification for building residents depending on interest.

- 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.).

Just Bakery program staff are required to have specific training, education and experiences for employment within the program as described below:

Just Bakery Program Manager: five years of experience in baking/culinary industry, ServSafe Manager Certification and at least three years of human services experience.

Baking and Pastry Arts Instructor: ServSafe Manager Certification, at least five years of experience in commercial baking and management and at least one year teaching commercial baking.

Lead Classroom Instructor: Certification in all National Restaurant Association Manage First Curriculum areas: ServSafe Manager, Nutrition, Cost Control, Accounting, Hospitality Management, and at least one year of teaching or tutoring experience.

Teaching Assistant: ServSafe Manager Certification. Prior teaching or tutoring experience.

Resource Specialist: At least two years of experience providing case management with individuals facing significant barriers, including justice system involvement, homelessness, substance use and/or other mental health challenges.

Job Development and Placement Specialist (new position to be hired): at least two years of experience in job development, placement and retention support, at least one year working with people experiencing significant barriers to employment.

Production Staff: Just Bakery program graduate preferred, ServSafe Manager Certified, at least three months commercial baking experience (may include Just Bakery training).

Executive Director: At least five years of program management experience, strong verbal and written communication skills, experience in contract and budget management.

Our current Just Bakery staff represent skilled teachers, bakers, human services staff, many of whom have lived experiences similar to those of our students. Our staff bring both their formal training and their lived experience expertise to their work.

JustDane highly values the lived experience of individuals working in this field and recognizes that education and training happens through many different avenues, including lived experience. Just Bakery has ten program staff, 80% of the program staff have lived experience similar to that of our students. Seventy percent of our staff are graduates of the Just Bakery program. We are committed to the professional development of our entire staff. To that end, training opportunities are identified and shared with staff, staff share training opportunities they find with their colleagues. The agency has a training budget to support staff in attending conferences and trainings as a way of nurturing their continued professional development. We pay for the requisite training, certification and recertification for staff who are required to hold professional certifications and/or licensing.

JustDane also partners with the City of Madison Department of Civil Rights for "Know Your Rights" training and is part of the DCR's Partners Program. We have sponsored staff training for the use of Narcan, and have sent multiple supervisory staff through the UW Eau Claire Management Training and Inclusive Workplace Training. We have also conducted supervisor in-service training related to employee supervision and review.

In 2020, our Board of Directors created a Statement of Commitment to our staff that codified our commitment to staff development and training. Included in that statement was the recognition that professional development takes many forms, including the ability to serve on Boards and Committees within local or state government, national organizations or other area organizations and consortia. Under that statement, JustDane staff are encouraged to serve in various capacities on Boards and Committees, with other related organizations and efforts. Currently JustDane staff serve on the Board of the Dane County Homeless Services Consortium, Dane County Employment and Training Network, City/County Homeless Issues Committee, Area Agency on Aging Advisory Board, the Prison Ministry Project, United Way Board,

LaSup, Prison Doula Program and more. Since 2018 JustDane has sent over 20 staff, as well as dozens of community members through the WI Peer Support Specialist Certification Training (including Just Bakery staff). We have sent Just Bakery and Peer Support staff to Delancey Street in San Francisco to consult with peers on their peer and employment training program. We take a broad view of professional development and have supported staff in taking refresher courses in Spanish. Staff have attended the YWCA's Racial Justice Summit, the Annual Anesis Conference, Mental Health First Aid through NAMI, training focused on mental health in the Latinx, Black and LGBTQ+ community, suicide prevention, motivational interviewing, cultural humility and competency, and more. Staff regularly attend the Annual WI Peer Specialist Conference and DAIS has provided multiple in-service trainings for staff across programs. Staff have also received training on trauma informed care, mindfulness and Adverse Childhood Experiences Scale. We have also conducted self-care workshops for staff focused on mindfulness and relaxation.

JustDane offers a flexible work schedule for staff who wish to further their formal education and professional development. That has included pursuing degrees through Madison College, Edgewood, UW and other certification programs. We have had multiple staff complete their degrees while employed with JustDane, including human service, law, and social work degrees (Associate, Bachelor and Master). Over the past 20 years 15 of our staff were promoted to leadership positions within JustDane, including as program managers, coordinators and senior management. Eight of the individuals promoted had been prior participants in JustDane programs.

In 2020, as part of our organization's commitment to equity, diversity and inclusion, our Board adopted the following: "It is important to us that we commit to anti-racist work both internally as an organization and externally within our community. With that in mind, as an employer, JustDane pledges the following: 1. We will be an organization that validates the experiences of our staff of color, holding space and place for our staff of color to grieve, express their anger, their frustration and to ask how we, as an organization and as an employer can support them. 2. We will continue to put in place organizational policies focused on equity that recognize the impact of systemic racism and racial disparities at every policy level. We recognize that employment practices are racial justice issues and we commit to employment policies and practices that are anti-racist. 3. We will value the work of every employee and have adopted a policy that caps the wage gap between the highest and lowest wage so that our entire staff move forward together. 4. We will continue our policy of providing paid vacation and sick leave for all employees, full and part-time. 5. We will continue our policy of working with employees who wish to further their education, offering flexible scheduling and accommodations. 6. We will commit to ongoing, required training for both Staff and Board Members in the areas of white privilege, systemic racism, implicit bias, trauma, focusing on how to become better, more effective allies and co-conspirators in the work for racial justice. We will recognize that for many of us this work is a life long journey.

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

Program name: Supporting and Expanding Foodservice & Hospitality Training and Career Pathways for Underserved Populations.

Program type: Adult Employment- Programs & Services

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

African Center for Community Development: <https://africancentermadison.org/>

JustDane, Inc.: <https://JustDane.org>

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?

The African Center for Community Development and JustDane have been working collaboratively since 2022 when we entered into a partnership between our two organizations along with Mentoring Positives to plan for a collocated space in the Darbo Neighborhood to provide holistic, two-generation supportive services that will center the needs of our program participants and the residents of the Darbo Drive neighborhood. For the past four years, based on our shared values and vision of a more inclusive, equitable community, we have been working together in long range strategic planning, fund development and collaborative events related to that project. With this joint proposal we will deepen our partnership to support our existing employment training in the area, while expanding employment training and placement opportunities for immigrants served through ACCD who are interested in a career in food service, including opening their own businesses, for whom language can still be a barrier.

Reviewers may note that in the Part 2 Program Narrative, more than one voice is reflected in that narrative. In the spirit of true partnership there are sections of the Part 2 Narrative written by both JustDane and ACCD. As collaborators and partners, based on our deep mutual respect for one another's work, we believe it is important for our partner voices to be part of the narrative as we describe the need, goals and design of the program.

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?

As the ACCD and JustDane have deepened our partnership we have recognized strong alignment in our organizational values: inclusion, and a community in which everyone has the opportunity to succeed and thrive. We have a shared commitment to provide employment training and support for individuals facing significant barriers to employment and know that many of our program participants share an interest in a career in the food service industry. In addition to the traditional barriers faced by JustDane's Just Bakery students, participants in employment training programming with ACCD also face language and cultural barriers that ACCD is best suited to address. Through a collaboration, we can best leverage our existing organizational expertise to expand access to employment training that is bicultural and bilingual.

Over the past decade, the number of African immigrants in Wisconsin has grown significantly. The ACCD has been providing employment coaching, search assistance, and skills training with members of the African immigrant community for five years. The African Center provides wrap-around support that helps individuals overcome barriers, from technology and financial education to connection to housing resources to providing assistance in many of the most common first languages spoken among participants. Language is often one of the most significant barriers to participating in employment training. Under this proposal Just Bakery will continue our current Just Bakery employment training program while expanding access to our training for individuals working with ACCD. This partnership with ACCD will expand access and training opportunities for ACCD participants while allowing Just Bakery to bring its life-changing job training program to a population that it could not successfully reach on its own.

JustDane has been operating Just Bakery for thirteen years. The program serves individuals facing significant barriers to employment as described in question 2. The program provides training using the National Restaurant Association Manage First curriculum that provides nationally recognized, industry specific certifications. Students also learn hands on commercial baking in our commercial training kitchen, and students receive holistic, wrap-around supportive services and job placement and retention support. Through Just Bakery, students can earn college credit toward a degree at Madison college and admission to the culinary program at Madison College. The National Restaurant Association training curriculum is primarily offered only in English with the exception of the ServSafe Manager curriculum which is available in Spanish and French. Through our partnership under this proposal, Just Bakery will train ACCD staff in the

ServSafe Manager Certification and exam proctor certification so that ACCD staff can provide ServSafe Manager training and certification for their participants. We have also recognized that many Just Bakery students have an interest in starting their own business but the curriculum does not have a specific focus on entrepreneurship. Through this partnership, ACCD will accept referrals from Just Bakery so that Just Bakery students can participate in ACCD's entrepreneurial training classes.

This partnership addresses the need for coordinated, culturally responsive, and appropriate employment training and employment supports. We recognize that, as immigration from African countries has grown in the U.S., so has the need to expand employment training and employment opportunities to reach more members of our community.

ACCD and JustDane have entered into this collaboration out of our shared work to support individuals, families and communities who have been historically and intentionally marginalized and underrepresented in voice, power, and access to resources. We are committed to working together to address this marginalization through continued and expanded employment training and employment support programs, increased cooperation, and expanded access to services by uniting each agency's programs and strengths. We come together in recognition of the shared values our organizations hold which include: the provision of trauma informed care, a commitment to shared leadership, community building and empowerment, a desire to ensure that this collaboration is built together and that our services build on the unique expertise and skills of each partner.

As we have built our organizational relationships, our partnership has become stronger. Along the way, we have discovered new ways to collaborate, including expanding our services, opening the door to our staff expanding on our synergistic, trusting relationship, and continuing to learn and support one another in our work. Through these efforts, we have come to understand that by working together we can help transform our community.

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?

Under this proposal, JustDane and ACCD are expanding an existing collaboration. As the Lead agency, JustDane is responsible for grant reporting. Each partner agency reports their quarterly and year end data to JustDane, which includes number of people served, demographics, hours of service, and outcome measures. JustDane combines data from its own programs and that of our partners for reporting purposes.

JustDane will continue to operate its Just Bakery employment training program, currently supported in part by the City of Madison, while expanding the program to increase training opportunities for members of the African immigrant community through partnership with ACCD. JustDane will provide ServSafe Manager Certification training and ServSafe Manager Exam Proctor Certification training for bilingual, bicultural ACCD staff. Just Bakery will accept referrals for the full Just Bakery program from ACCD.

Once certified, ACCD staff will recruit participants to partake in this employment training collaboration. First, ACCD staff will provide ServSafe Manager classes for participants in ACCD's programs who are interested in pursuing careers in the foodservice and hospitality industries but face barriers such as language. ACCD will refer participants who successfully complete the ServSafe Manager certification to Just Bakery for commercial baking training, or will assist individuals who complete the certification in obtaining immediate employment based on the participant's goals. ACCD will provide wrap-around support to participants, including transportation support to its participants in the form of bus passes and gift cards, along with language interpretation support. ACCD will also provide training for Just Bakery staff related to working with immigrant populations.

ACCD will provide entrepreneurial training via its Immigrant-Owned Small Business Assistance Program (SBAP), for any Just Bakery graduates who wish to start their own business.

Additional roles and responsibilities include: ACCD and Just Bakery will, in collaboration with another community partner, Mentoring Positives, conduct quarterly resource and job fairs in the Darbo Drive neighborhood for students and community members to increase awareness of, and access to, job training and employment opportunities for neighborhood residents.

Both Just Bakery and ACCD staff will provide wrap-around services for their participants. ACCD and Just Bakery staff will meet regularly to review student progress, evaluate program design and model, coordinate resources, and expand employer partnerships.

9. Outline any anticipated challenges or barriers related to the partnership and describe how you plan to address them collaboratively.

As this is an expansion of our partnership, we understand that there may be some bumps in terms of implementing the program flow and elements. We are working together to develop the expanded training timelines and build out agreed upon curriculum revisions. As partners, we will meet regularly as a team to deepen our relationships. We will maintain regular communication with one another in terms of services, training, program schedules, and participant challenges and concerns. Meetings will also facilitate team building among the partner organizations and our staff. In addition to the regular meetings related to program services, we will participate in cross-training between agencies and develop program material jointly. Collaborating on program materials helps keep program design and communications with the community consistent and aligned with the goals of the program and outcome measures. Program supervisors will meet regularly regarding program outcomes, goals, tracking and reporting.

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?

Since 2005, JustDane has partnered with other training programs/agencies to provide employment training and employment supportive services for individuals impacted by the criminal legal system, including people newly released from incarceration, who have criminal conviction histories, are unhoused, face substance abuse and/or other mental health challenges, who have a lack of employment history, or who may lack a high school diploma or equivalency. We have provided individualized education and employment assessment and advising services, one-to-one tutoring to prepare for GED and HSED foundational work readiness training, industry/occupation specific skills training, job placement assistance and individualized job retention and case management. Those partnerships include the Urban League of Dane County, the Latino Academy of Workforce Development, Literacy Network, Centro, and the YWCA. Each of these organizations offers training and employment support and the organizations refer participants back and forth to each other, working with the participants to find the services and programming that best meets their goals and needs. While the HIRE initiative no longer formally exists under the United Way, the United Way still convenes the partners as an employment training group to coordinate services, identify challenges to our students and to focus on improving workforce outcomes. In 2025 the HIRE Initiative partners, including Just Bakery, served 2,108 individuals. Of those individuals, 484 gained new or better employment, with 280 of those individuals earning \$18+ per hour. Over 1,100 participants achieved a positive self-defined career pathway goal, and 770 completed an educational goal.

Just Bakery has partnered with Madison College since 2017 to open access to higher education for students. One of the unique aspects of Just Bakery is that we are accessible to individuals who are often locked out of education and training programs due to the nature of their offense, their housing status or their lived experience with substance use and/or

other mental health challenges. The Just Bakery curriculum was developed with input from Madison College Culinary program staff. We have an articulation agreement with Madison College that provides “training badges” recognized by the College for each National Restaurant Association certification obtained by a student. Those badges are good for five years. Each certification obtained by our students is worth college credit toward a degree at Madison College should a Just Bakery student wish to enroll. Students can start at Madison College with up to 12 credits toward their degree. Finally, students who graduate from Just Bakery are guaranteed admission to the Culinary program at Madison College. To date we have had 30 students enrolled in the degree program at Madison College. While enrolling in college is not the goal of most of our Just Bakery students, the collaboration with Madison College has allowed a significant number of students to realize that they can succeed in higher education. The sense of self-efficacy and self-confidence achieved by every student who earns at least one Certification is significant. For many of our students, their school experience was challenging, sometimes traumatic. Just Bakery’s program is challenging, supportive and holistic. When a student earns a nationally recognized certification and realizes that certification represents college level work, it is a confidence boost that encourages them to continue their training and professional development.

JustDane’s reentry partner with the Employment and Training Association to provide employment skills training for FSET eligible reentry participants since 2005. Just Bakery works with Forward Services through our FSET contracts for additional supports for FSET eligible students since 2016.

Since 2022 JustDane and Centro have been in collaboration through our Community Stabilization contract with the City of Madison. Through this collaboration, Centro and JustDane are working to expand access to reentry peer support services for the Latinx community. The collaboration also has the goal of expanding career pathway training and employment in the field of peer support focusing on expanding the number of bicultural, bilingual individuals who participate in and complete the State of WI Peer Support certification training and, successfully pass the exam. What we have learned from this partnership is the need to continually examine the workforce training needs of all of our residents and to be collaborative and creative in finding ways to expand access to training. The relationship between our agency staff through this collaboration has been invaluable in the cross-training that has happened and the increased knowledge among our JustDane staff of the needs and challenges facing the Latinx community and the larger immigrant community in Dane County. Additionally, through the work of this collaboration and the persistence and expertise of Centro, the Peer Support Certification training materials are now available in Spanish. As a result, Wisconsin now has three times as many bilingual, bicultural Peer Support Specialists trainers as it did in 2021, when the collaboration began. We believe that the successful collaboration with Centro can serve as a model as we move forward with the expanded partnership between the African Center and JustDane.

JustDane partners with the Dane County Jail to provide ServSafe classes for individuals housed in the jail. This partnership began in 2024 and expanded in 2026 to include classes in the women’s pod of the Jail. Each cohort has 10 students, and we have an 80% pass rate on the first try for the ServSafe exam. This success rate, along with the modified ServSafe training schedule, has encouraged us to take this model and offer classes within the community, as well as working with the African Center for Community Development to train their staff to provide bicultural, bilingual classes within the African immigrant community, expanding employment training opportunities to increase employment. Currently, what is typically offered in the community is the ServSafe Food Handler training. JustDane offers the ServSafe Manager training and certification which typically translates to higher wages and the potential for supervisory roles within a food service setting.

In 2019 JustDane partnered with Operation Fresh Start(OFS) by contracting with OFS to be the contractors on our Healing House initiative. OFS Graduate Crew students renovated the building that had once been a day care to create a 24/7 recuperative medical shelter for unhoused families who have a family member being discharged from the hospital. That successful collaboration led to an additional collaboration, Drive to Succeed, which focused on providing

mentoring, educational attainment of a high school diploma or equivalency and Driver's License attainment. The program served justice system involved youth, ages 16-21, and ran from 2020 through 2026.

Since 2022 we have had a partnership through MOU with Mentoring Positives. Under the MOU both organizations agree to review program participant information and, when appropriate, JustDane refers the children of Just Bakery students who are interested in mentoring and employment training, to Mentoring Positives. Mentoring Positives refers the parents of youth involved in their program who are interested in employment in the food service industry to Just Bakery. We are renewing the MOU under this proposal. This is one of the ways both organizations are looking at a multi-generational approach to employment training and building economic and financial stability.

Over the past 20 years through our many partnerships, we have learned that the key to any successful partnerships is: aligned values, mutual respect, transparency, willingness to share power and decision-making, and a deep sense of trust. True collaborations and partnerships take time to develop and are difficult to create solely through an MOU or subcontract if the foundation of trust and respect have not yet been firmly established. Additionally, even with these foundations, there must be clear lines of communication, agreement on how decisions are made, clear roles and responsibilities, and a process through which we work through difficult discussions or decisions.



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

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.**

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.

Part 2 - Program Narrative Form

Program Name:	Just Bakery	Total Amount Requested for this Program:	\$ 185,000
Legal Name of Organization:	JustDane, Inc.	Total amount Requested for Lead/Single Applicant	\$ 150,000
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):	African Center for Community Development	Total Amount Requested for Partner 1:	\$ \$35,000
		Total Amount Requested for Partner 2:	\$
		Total Amount Requested for Partner 3*:	\$
Program Contact: Lead Organization Contact	Linda Ketcham	Email: linda@justdane.org	Phone: 608-256-0906
Program Type: Select ONE Program Type for this form.			
☐ 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.

Consistent with the City of Madison's Employment Program Framework, the Food Service & Hospitality Training Program for Marginalized Populations program addresses the need for employment training and career pathway development for adults facing multiple significant barriers to employment. This program offers individuals who have low-skills or some soft skills with an array of education, supportive services and soft skills training and industry specific, credentialed training opportunities along with employment placement and retention support, and supportive services.

While by many quality-of-life standards Dane County lists among one of the most desirable places to live, many of our community members have been limited in their ability to realize a higher standard of living. According to Laura Dresser, Associate Director of the Center on Wisconsin Strategy (COWS), companies in Madison retain a disproportionately white workforce, which leads to inherently exclusive recruitment processes. In an October 2022 interview with the Badger Herald, Dresser notes that cultural bias is always at play in a number of ways, including based on names, activities listed on an application or resume, bias in interview questions.

Every year over 1,000 individuals are released from incarceration from prison or jail and return home to Dane County. They are told to rebuild their lives, including securing employment. The Center for Economic and Policy Research found that in any given year, between 1.7 and 1.9 million people are shut out of the workforce due to their criminal history and that this comes at an \$80 billion price tag in annual gross domestic product for the U.S. (Hinton, Terrance, Journal of Community Justice, International Community Justice Association, Fall, 2024). Even as we write this proposal there are 768 individuals incarcerated in the Dane County Jail. Currently, the only

employment program available to them that offers industry specific and nationally recognized certification is ServSafe Manager classes offered through JustDane's Just Bakery program.

Employment discrimination remains one of the most persistent barriers to successful reentry for justice involved individuals, limiting economic mobility and increasing return to prison rates. For more than 70 million Americans who have some kind of criminal record, access to employment is often limited, especially for people of color (Bullman, Daniel, Journal of Community Justice, ICJA, Winter, 2025). Even when legal protections are in place, employers often discriminate based on concerns of workplace safety, locking many people with conviction histories out of many fields. However, the hospitality industry typically sees far fewer such hiring restrictions, making careers in this industry more accessible for individuals with conviction histories.

Legal system involvement often significantly disrupts family stability and stresses family relationships, which exposes children in the family to trauma and other adversities. Among the challenges faced by children and families impacted by the legal system are: the loss of family income, increased housing instability, and risk of homelessness. Children impacted by parental incarceration are more likely to experience behavioral challenges at home and school, negative stigma, higher anxiety and mental health challenges, and greater risk of legal system involvement (Want, 2022, Hayes, 2024). Legal system involvement impacts the entire family. Fifty-eight percent of women in prison are mothers and 80% of women in jails are mothers. The national estimate is that 50% of individuals incarcerated in the U.S. have a minor child (Partners for Justice, 2023). It is estimated that 70% of children in the U.S. have had a parent go to prison. Children impacted by parental incarceration are, disproportionately, children of color, most of whom are under the age of 10 when their parent is incarcerated. In fact, the phenomenon of parental incarceration is so common that it is listed on the Adverse Childhood Experiences Scale (ACES) measuring childhood trauma. Helping formerly incarcerated parents access training and employment helps reduce the return to prison rate while increasing family economic stability.

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. Both Just Bakery and ACCD have developed relationships with employers in the community who are seeking individuals with skills and training in the foodservice and hospitality industries. As the economy rebounded from the pandemic, the hospitality industry bounced back ahead of many other industries and continues to comprise a significant industry sector of job growth in the U.S. The Bureau of Labor Statistics predicts continued industry growth through at least 2030 and predicts that individuals with a degree in the field will be positioned to assume the best jobs in the field with the median annual wage in this field at \$55,320, a living wage. The American Bakers Association has warned of a severe workforce shortage, pointing to an aging workforce, mass retirements and a critical need for skilled production bakers, equipment maintenance staff and distribution workers. In all of these areas, staff who hold ServSafe Certification are required. The Bureau of Labor Statistics is projecting millions of combined openings annually across all food preparation and serving sectors.

Further exacerbating the barriers related to conviction history are the significant racial disparities in our criminal legal system. An April 2026 report from Wisconsin Public Radio "Racial Disparities in WI Prisons Among the Nation's Highest," found that our disparities consistently rank among the highest. Within Dane County, the arrest, conviction and incarceration rate for Black residents is significantly higher than for white residents, comprising nearly 50% of our jail population despite making up about 6% of our general population. These racial disparities are at every level of the criminal legal system, police stops, arrests, charging, conviction and incarceration. In each of these areas, people of color are disparately impacted. Criminal legal system involvement is a significant barrier to employment training and obtainment. These racial disparities also ripple out into the ability to obtain housing, which can also impact employment prospects and retention.

While the need for employment training is great among people who have criminal legal system involvement, they are not the only members of our community who face significant barriers to employment.

Now comprising 7 percent of the population in Wisconsin, African immigrants are both the fastest growing immigrant demographic in the state as well as one of the most underserved immigrant populations (Migration Policy Institute). Adequate infrastructure does not exist either in the social services or professional sectors to provide language support for the most common African languages spoken in Madison: Mandinka, French, Wolof, Swahili, Somali and Arabic. Technology, lack of transportation, family responsibilities, physical and mental health, and simply not being familiar with the employment search process in the U.S. are all barriers in addition to language that African immigrants can face in obtaining and maintaining stable, living-wage employment.

In submitting this proposal, partners ACCD and JustDane are addressing the unique and significant barriers faced by adults in our community who have been historically and often intentionally marginalized, including immigrants, individuals impacted by criminal conviction, and people of color. Through the provision of industry specific employment training, holistic, trauma informed support services, job placement assistance and wrap-around support the program will put more members of our community on a pathway to greater economic opportunity and advancement.

- 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 goal of this proposal is to increase upward mobility and increase individual and family long-term financial stability through the provision of industry specific and credentialed foodservice and hospitality training for individuals facing significant barriers to employment.

Through this proposal, JustDane's Just Bakery program and the African Center for Community Development will partner to provide employment training, placement and retention support for individuals who face significant barriers to employment. The program addresses the needs of adults, age 18 and older who have low-skills, high barriers who are interested in employment training in the foodservice and hospitality industry that offer them a career pathway and access to higher education. Barriers faced by participants include conviction history, history of incarceration, unhoused, limited English proficiency, substance abuse and/or other mental health challenges, stigma, immigrants, and individuals who lack a high school diploma or equivalency.

In alignment with the City's Employment Framework, ACCD and JustDane also understand that, due to the significant barriers faced by our participants, the services provided needs to help move people through a continuum of training that begins with employment readiness skills. Participants will receive training, employment placement and retention support, life skills and employment skills training, industry specific training and supportive services to assist them as they secure their first job or reenter the workforce after incarceration, improve their English proficiency, retain their employment, advance beyond entry level employment, learn the basics of starting their own business, and gain access to higher education in the culinary field.

Additionally, Just Bakery provides stipends for students as they attend classes and has a paid internship opportunity for students. Participants receive transportation assistance in the form of bus passes and gas cards. Program staff work with participants to support them and help them retain their employment for 1+ years, acknowledging that for individuals who face significant barriers to employment and training opportunities, the pathway toward a living wage takes time. For example, it is rare for someone newly released from prison after 10 years with no work history to obtain employment at \$22 per hour. However, with employment training that works with the individual to build their skills, obtain certifications, address their needs as a whole person, it is possible for that person to start employment at a wage significantly higher than the minimum wage (we are seeing most graduates obtain employment between \$15 and \$20 per hour) and put them on a pathway that makes a livable wage within their reach.

- 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.

Through this proposal, JustDane and the ACCD will partner to provide industry specific foodservice and hospitality training for marginalized populations in our community, including African immigrants and individuals who have conviction and incarceration histories.

Just Bakery is a 12-month vocational and employment training program for individuals who face significant barriers to employment.

Just Bakery Core activities include instruction for 9 weeks at 30 hours per week in the following areas: life skills employment readiness, financial education classroom instruction, hands-on-baking instruction, case management, job placement and retention support. Just Bakery classes are offered out of our classroom and commercially licensed training kitchen located at 1708 Thierer Road in Madison.

In addition to the full Just Bakery program, Just Bakery will offer community-based ServSafe Manager classes for individuals interested in obtaining their ServSafe Manager Certification to further their employment skills or assist with career advancement. The cohorts will be provided out of our office space located at the Park Loft apartments and will be open to any tenant in the Park Loft apartments as well as the larger neighborhood. Cohorts will be offered in the evening. Participants will also be offered employment search, placement and retention support.

With this collaboration, Just Bakery staff will work with ACCD staff to increase their employment skills training while expanding access to the full Just Bakery program. Just Bakery staff will train staff from partner ACCD to become ServSafe certified and certified ServSafe exam proctors. Partner ACCD will collaborate with JustDane to bring ServSafe and Just Bakery training to Africans living in Madison and Dane County, bringing expanded employment and training programming to a significantly underserved population which JustDane is not equipped to reach on its own. ACCD will provide ServSafe Food Handler training, employment readiness skills, employment placement and

retention support, as well as supportive services for Africans facing barriers to employment including: language or other cultural barriers, educational barriers, mental health challenges and other identified barriers.

Additionally, ACCD will provide employment readiness training, coaching, soft skill development, job placement and retention support and other supportive services to assist participants in securing employment. All ACCD services will be provided at 3030 Darbo Drive, Madison, 53704. ESL classes through Literacy Network will be provided out of the Imagination Station located on the East side of Madison.

The key expected outcomes include:

1. Services will help reduce barriers to participants related to employment training, obtainment and retention.
2. Participants will earn nationally recognized, industry specific certifications that lead to greater likelihood of employment at higher wages.
3. Participants are better able to retain their jobs through the provision of both employment training and supportive services.
4. Participants achieve greater economic stability and advancement.

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?

Just Bakery serves individuals 18 and older who have low skills and who are facing significant barriers to employment training programs and employment. Those barriers include but are not limited to: criminal legal system involvement (including felony convictions and/or incarceration), unhoused, lack of high school diploma or equivalency, substance use disorder and/or other mental health challenges, and significant trauma history (including domestic violence, human trafficking, sexual assault). Just Bakery provides training for individuals who have an interest in pursuing a career pathway in food service, commercial baking and/or culinary arts, and/or who have an interest in a college degree in those areas, but who require additional education or training to be accepted into a college program.

Seventy-five percent of our participants are persons of color, 98% are living at or below the poverty level, 60% are parents of minor children, 90% have justice system involvement/conviction histories, 70% have been previously incarcerated, 70% are experiencing homelessness at the time of enrollment, 75% have a diagnosed substance abuse and/or other mental health challenge, 50% lack a high school diploma or equivalency, 70% have had no successful legal work experience. Just Bakery is open to individuals residing in Dane County, with the majority of students residing within the City of Madison zip codes 53704, 53714, 53716, 53713 and 53711.

The partnership with ACCD will serve African adults living in Madison who are interested in obtaining employment in the foodservice and hospitality industry. The program will serve both men and women and is anticipated to reach participants from at least 10 different countries across the African continent. Individuals from West and Central African countries are the regions most likely to be represented. Most participants will have limited to moderate English proficiency and all will be low-income. ACCD has been offering employment search assistance to African immigrants and refugees for four years. All staff providing this service are African and have years of experience working with African immigrants to help them overcome their personal barriers to thriving in U.S. society. ACCD is the only non-profit geared specifically towards serving Africans and is the only whose staff and board is primarily African, making it well equipped to serve as an effective conduit for employment and training opportunities for Africans in Madison.

At JustDane, the voices of our participants are woven throughout the program design and implementation in several ways. Just Bakery students are asked to complete anonymous surveys asking for their feedback on program services and recommendations. Seventy percent of our Just Bakery staff have lived experience with the legal system. Sixty percent of our Just Bakery staff are Just Bakery graduates. Having staff who were once program participants provides unique input on program development, implementation and modifications. Additionally, during the weekly peer process group students have the opportunity to share how the program is going for them, including challenges they are facing and what's going well. This information is used to inform program design. One recent example of how this feedback was utilized, based on feedback from our students, we revised the instructional schedule. The original program design had students working five days a week for the first month on the National Restaurant Association curriculum before moving into the training kitchen. Students expressed frustration that they enrolled because they wanted to learn to bake. Additionally, there is homework with the National Restaurant Association curriculum and having class every day focused on the curriculum was difficult for some of our students who are unhoused and they wanted more time for the homework. That input resulted in a change to

the program design that now has students moving into the training kitchen on their second day of classes so that they are in the classroom on Monday, Wednesday and Friday, and in the training kitchen on Tuesdays and Thursdays. This met their desire to engage in the hands-on training more quickly while providing them with more time to work on curriculum homework.

- B. 2024 Participant Demographics: If your organization has offered similar or related programming in 2024, 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.

The demographics reported in the chart below reflect the program participant demographics for Just Bakery and ACCD employment programs for 2025.

ACCD participant demographics are 80% of participants from ACCD are Black Africans, 10% are Black Americans, 5% are white, and 3% percent are Hispanic. 30% identify as male and 70% identify as female.

As required by our other program funders, including the United Way of Dane County and the Dane County Department of Human Services, JustDane tracks the demographics of Just Bakery, as well as our other programs. In 2025 JustDane's Just Bakery, Journey Home, Circles of Support, Peer Support, and Mentoring Connections programs combined served over 700 individuals impacted by the criminal legal system. Within these programs, 33% of participants identified as white, 61% identified as Black, 3% Asian, 1% Native American and 2% more than one race. Ten percent identified as Latinx. Eighty-two percent identified as male, 17% as female and 1% as nonbinary. Ninety percent of participants reported living at or below the poverty level at the time of enrollment, 65% were under or unemployed at the time of enrollment and 80% were without permanent housing at the time of enrollment.

Race	# of Participants	% of Total Participants
White/Caucasian	27	24
Black/African American	65	57
Asian	1	<1
American Indian/Alaskan Native	2	2
Native Hawaiian/Other Pacific Islander	0	0
Multi-Racial	17	15
Balance/Other	2	2
Total:	114	
Ethnicity		
Hispanic or Latino	8	7
Not Hispanic or Latino	106	93
Total:	114	
Gender		
Man	67	59
Woman	40	35
Non-binary/GenderQueer	2	2
Prefer Not to Say	5	4
Total:	114	

Comments (optional): This data is combined data for Just Bakery and ACCD for unduplicated individuals served through our current employment training programs.

- 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.

ACCD is the only full-service agency in the region providing employment coaching and supportive services for the African Community in Dane County. By partnering with the ACCD, JustDane is ensuring that there is a trusted messenger to reach a population that it cannot adequately reach and serve on its own, namely African immigrants and refugees. ACCD has extensive experience in providing language access for Africans to partake in social services and professional development opportunities. A unique challenge faced by the African immigrant and refugee population is the broad diversity of languages spoken. For example, the Immigrant-owned Small Business Assistance Program (ISBAP) launched this summer serves 40 participants reporting 12 different first languages. ACCD addressed this challenge by offering programming in English - a first or second language for many participants - and providing one-on-one virtual interpreting sessions for the few business owners who needed language support to understand workshop content. ACCD will take the lead on providing language support for the ServSafe Food Handler training that the agency will lead. To succeed in the food service industry and access higher paying jobs, a moderate or higher proficiency in English is required. To set participants up for success, ACCD will only allow ServSafe graduates with moderate to high English proficiency to advance to Just Bakery. All others will be referred to partner Literacy Network, who has agreed to reserve space for ACCD/Just Bakery students, for job-specific ESL classes. ACCD will support and follow up with students attending ESL classes and encourage them to circle back to participating in Just Bakery when they are ready. Finally, ACCD and/or Literacy Network staff will offer training and coaching to Just Bakery instructors on how to effectively work with English Language Learners (ELLs) so that Just Bakery can be adapted to accommodate this new audience. With these three agencies working together to form a seamless partnership and leverage their existing strengths and create a solid continuum of services, JustDane, ACCD, and Literacy Network aim to create a lasting model that improves access to job training opportunities for ELLs. Lastly, Just Bakery has bilingual/bicultural staff (Spanish/English). Just Bakery already serves Spanish-speaking students who have moderate to high English proficiency.

- 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.

Over the past 53 years JustDane has built authentic relationships within the community among individuals and households served. Sometimes the work has been City-wide, sometimes it has been more focused on specific neighborhoods and communities, as with our work with Centro Hispano, Allied Partners, the Allied-Dunn's Marsh Neighborhood Association and the Allied Wellness Center, and more recently, our partnership with ACCD and Mentoring Positives. Our staff members are part of the community volunteering with other groups and organizations. We have a presence at many community events, tabling and talking with community members. Recruitment for students in the full Just Bakery program focuses on students who meet our target population of low skills, high barriers. Program participants for the full Just Bakery program will be recruited in a number of ways. Just Bakery recruits students through Probation and Parole offices, Dane County Jail and Jail reentry offices, Dane County Employment and Training Network, Employment and Training Association, Forward Services, the homeless services network, Jail Diversion programs and other community organizations and partners. Informational fliers are available at Probation and Parole offices, JustDane staff make regular presentations to Probation and Parole units and to the ARC Community Services and ATTIC Correctional Services halfway houses, Jesse Crawford Recovery houses and other transitional living programs. Our monthly reentry Service Fair always has a representative from Just Bakery there to share information with prospective students. We table as often as possible at various resource and job fairs and we are regular participants in the Dane County Employment and Training Network meetings and FSET Case Management meetings.

ACCD will directly recruit the African cohort members that will enroll in the full Just Bakery program. ACCD has forged connections to a strong network of hundreds of Africans in Dane County via its WhatsApp community group, social media, and newsletter. ACCD has a large base of participants in past career-related programming, including employment search assistance, job coaching, small business training, the Wisconsin Professional African Women Network (WisPAWN) and financial education workshops. ACCD will promote the ServSafe Food Handler training through ACCD and subsequent Just Bakery training among this network of community members and past program participants. ACCD will also work with other partners in the African community such as local associations from African countries and regions if additional promotion and recruitment is desired.

Through the quarterly Job & Resource Fairs that will be offered, partners ACCD, JustDane and Mentoring Positives will bring multiple employment training programs and supportive service providers to meet with prospective students. The fairs will be held at 3030 Darbo Drive.

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?

Transportation –

- This includes getting to and from classes in a timely manner and getting to and from job interviews, especially if the students are unhoused. To address these barriers, the program provides direct assistance for bus tickets and gas cards, and additionally, program staff help orient students to the public transportation system.

Financial stress -

- Just Bakery's full program is 9 weeks and requires a significant time commitment and means that even part-time employment while enrolled in the program may be challenging. Through a private foundation grant and a Housing and Urban Development Employment Grant with the City of Madison, Just Bakery is able to provide financial stipends to students participating in the class to help alleviate some of the financial strain they are experiencing.

Technology –

- Many individuals in the program do not have easy access to technology or they are unsure how to use it. Lack of access to technology impedes student ability to apply for jobs, communicate with prospective employers, and enroll in some services. Program staff assist students with obtaining free trac phones and data packages. Staff help students learn how to use the technology to complete applications, conduct job search, work on resumes, etc. For students who must be supervised while using the computer, Just Bakery staff provide the required supervision while the student is online.

Language & Culture –

- One of the purposes of this joint proposal and partnership is to reduce language barriers that are addressed through this collaboration with ACCD. All ACCD staff are bilingual or multilingual. Just Bakery has bilingual staff as well (English/Spanish).
- Another barrier to participants in baking and culinary is cultural. The U.S. employs the U.S. Customary system for measurements and weights used in baking and cooking. Many other countries use the metric system. Additionally, the U.S. is one of a few countries to use Fahrenheit to measure temperature. To address this barrier, Just Bakery will adapt its baking math session to explain these differences and explicitly introduce the U.S. Customary System since for most African participants this will be a new or less familiar concept.

Trust-

- Trust can be a concern for many individuals. Just Bakery staff build trust with participants in a variety of ways. Through a trauma informed, person centered approach to services and programming individuals have the space and place to share what they need and want from services. The majority of program staff are Just Bakery graduates with similar lived experiences of our students. Having staff who are part of the community, who have lived experience all helps to build trust and to reassure participants that we understand some of the challenges they are facing, the crises that they and their families are experiencing and that we are available to assist them in navigating those crises.

- ACCD will serve as a trusted messenger to invite Africans in the Madison area to participate in Just Bakery training. By having ACCD host and teach ServSafe Food Handler training, this will create a trusted relationship and demonstrate a desirable outcome to participants that will lead to a warm handoff to the Just Bakery training. ACCD will provide language support and help ensure ELL participants achieve a satisfactory level of English Proficiency before proceeding to the full training.

Healthcare access and needs –

- The racial disparities that plague our criminal legal system also exist in terms of access to healthcare and appropriate care, including securing a primary care physician, access to a mental health provider for treatment and prescription renewals for psychotropic medication, health care access and advocacy. We often see individuals of color, including immigrants and people released from incarceration have their health concerns dismissed by healthcare providers. The supportive services under this proposal include assistance with accessing healthcare through referral and follow-up support for our participants.

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).

Just Bakery sets its cohort calendar at the beginning of the year so that prospective students know when cohorts begin. Interested students begin by attending an information session and completing an application form. The purpose of the information session is to help prospective students understand what the program is, the time commitment and attendance expectations. The applications are de-identified and reviewed by multiple staff members and the Just Bakery Manager to review eligibility criteria (at least a 6th grade reading and comprehension level, able to stand for at least 4 hours, able to lift at least 50 pounds and intends to actively seek employment).

During their first week, students meet with program staff and complete a needs assessment (Self Sufficiency Matrix), scoring their needs on a scale to help the Resource Specialist focus on what the student has identified as their priorities. They also conduct an intake during which they discuss the findings of that assessment and identify barriers and how the student would like to address the barriers. The intake process also includes working with the student to identify their assets, strengths, skills, educational needs, employment and career experience training needs family and interpersonal relationships, wellness, treatment needs, basic needs such as housing, food, transportation and connecting to social supports including peer support, volunteering, classes or other ways of connecting to the community to build a larger network of support that remains in place beyond program participation. The Program Manager and Resource Specialist have training in motivational interviewing Peer Support Specialist training, trauma informed care and meet potential and new students where they are as they begin the training program.

During the program, there are scheduled times each week for students to meet with the Resource Specialist and the Employment Support Specialist to work on resources, barriers, and employment at an individual level, as well as classroom instruction on employment documents (resumes, cover letters, statements) and practice interviewing with our volunteer mock interviewers. Just Bakery staff understand that each student has had different experiences and has different goals, so we work at an individual level with students to make sure they are getting what they need. We survey students to make sure that we are doing what we say we are doing and that what we are doing makes a difference to participants. While students graduate from the classroom and kitchen training portion of the program in 9 weeks, we continue to work with them for up to 12 months to support them in employment placement and retention, as well as supportive services focused on other life domains.

Just Bakery will recruit for the community based ServSafe classes through community outreach to neighborhood associations, Park Loft apartment tenants, and other non-profit organizations serving the South side of Madison. As with the full Just Bakery program we will host an orientation meeting for prospective students who can then apply for the program at that time. Those cohorts are capped at 12 students per cohort.

To minimize discomfort potential participants through ACCD may feel in regard to sharing personal information, ACCD will use a simple Google Sign-up form to enroll participants in its ServSafe Food Handler training. The form will correspond with information JustDane collects for registration but will add relevant data which ACCD tracks, including country of origin, first language, and whether the participant requires language support to understand course content.

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.,).

Under this joint proposal there are multiple training tracts and activities. Activities include classes, workshops and supportive services. The program model and activities are designed to move participants who have high needs and barriers along a training continuum of skill development, helping them build basic skills and moving into certifications, access to higher education, employment and higher wages and greater economic stability. The activities description identifies the unique activities provided by each partner and the joint activities.

Consistent with best practices in education and training pathways, job placement and support services, ACCD and Just Bakery programming is person centered and focuses on skill building and practice utilizing a variety of learning modes. Services are provided consistent with trauma informed practices. ACCD and Just Bakery work with marginalized students who have often faced significant trauma and bring with them the expertise to work with our participants with lived experience in the areas of immigration, racial discrimination, lived experience with incarceration, mental health challenges and education gaps. Training and support are delivered by staff who have the same experiences as well and can help participants feel seen, heard, understood and supported.

Additionally, for Just Bakery, services are delivered consistent with the National Institute of Corrections principles for effective programming which include a cognitive, skills-based learning approach, structuring student time, increased intrinsic motivation, positive reinforcement and ongoing engagement with supportive services in the community. Training is hands-on, and is consistent with a growing body of research, participants receive additional support to assist with the myriad of barriers they face related to training, employment and financial stability.

Programming has been developed with input from employers and food service and hospitality organizations and educators.

JustDane/Just Bakery

The full Just Bakery program is a 12-month program that offers 9 weeks, 30 hours per week, of employment training classes and 12 months of supportive services to help participants find and retain employment.

Just Bakery will provide employment training and employment placement and retention support for up to 100 individuals annually.

Just Bakery will conduct 5 full training cohorts Just Bakery will continue to provide case management support and job placement support to individuals who have completed the coursework and who are still engaged in supportive services including case management, peer support and job placement and retention support.

- Up to 420 hours of classroom and kitchen and experiential training
- Up to 60 hours of case management per student
- Up to 50 hours of job placement and retention support per student
- Up to 100 hours of mentoring & peer support per student

Full Just Bakery Program Components:

1. Classroom instruction in National Restaurant Association (NRA) Principles of Restaurant Management
2. Hands-on baking instruction in Just Bakery's State licensed wholesale commercial baking kitchen, and sales experience
3. Employment soft skills instruction
4. Classroom instruction in life skills.
5. Case management support that includes benefit screening (including FSET), assistance with housing search, assistance with budgeting and finances when applicable, referral and linkage to treatment and other community resources
6. Peer support groups
7. Job placement and retention support

8. Assistance with paperwork for college admission including financial aid application
9. Worker Justice WI workshop on Employee Rights and Wage Theft.
10. With partners plan and conduct quarterly Job & Resource Fairs in the Darbo Drive neighborhood.

Program curriculum includes:

- Cognitive-based life skills including financial literacy, work hygiene, punctuality, time management, communication skills, conflict resolution.
- Employment readiness including resume writing, completing applications, identifying and articulating personal skills and strengths, job search, and interviewing, workplace communication.
- Vocational training for commercial baking, comprised of the following subjects and certification opportunities:
 - o Baking math
 - o Food science
 - o Hands on learning through baking production described below in the Work Experience section of this contract.
 - o ServSafe Manager Certificate through the National Restaurant Association (NRA)
 - o Production and operation of commercial baking equipment in the training kitchen
 - o Controlling Food Costs and Accounting Certificate through NRA
 - o Hospitality and Restaurant Management Certificate through NRA
 - o Nutrition Certificate through NRA
 - o Commercial Baking Production Certificate of Training from the WI Baker's Association (WBA)
 - o Up to 15 credits toward Madison College's baking or culinary programs with the above certifications.
 - o Wisconsin Bakers Association training certification

Just Bakery utilizes the National Restaurant Association Principles of Restaurant Management curriculum to assist students in obtaining up to 5 nationally recognized, industry specific foodservice and hospitality certifications. Through our articulation agreement with Madison College, each of those certificates correlates to college credit toward a Culinary degree at Madison College and Just Bakery students can start the culinary program with up to 15 credits already earned toward their degree. This is an important pathway for some students to pursue advanced education earning a degree that will further enhance their career and lifetime earnings. The five certifications are:

ServSafe Manager, Cost Control, Nutrition, Accounting, Controlling Food Costs and Hospitality & Restaurant Management. Consistent with a trauma informed approach, we understand that, for some students, taking online certification tests can be anxiety provoking so students can opt out of the online exams. They still learn the materials and have the option to obtain a WI Bakers Association training certificate through an onsite, hands-on test developed in collaboration with Just Bakery staff and the WI Baker's Association.

Assessment of participant mastery of material is measured through homework assignments, quizzes, practice certification exams, class projects and through passing the National Restaurant Association to earn nationally recognized certificates and/or the WI Baker's Association Certification exam.

Support Services & Resource Linkage:

Each Just Bakery participant will receive case management services. Additional services may include a weekly trauma/mental wellness support group, weekly one-to-one peer support on site, or a bi-weekly peer-support group operated by the Phoenix Initiative in partnership with JustDane. Referral to additional recovery support.

Direct assistance will be available to Just Bakery participants to assist with transportation, work clothing, in some instances microloans to help with car repairs, eviction prevention support or help with security deposits. Space will be provided on the Just Bakery site after class for students to meet with mental health providers to minimize transportation issues. Peer support services will also be provided on-site at Just Bakery.

Work Experience, Job Placement and Support:

The Just Bakery program will provide up to 50 hours of job placement and retention support, as well as work experience, through on the job training built into program hours. Near program completion students are mentored in the training kitchen by Just Bakery staff, who are themselves program graduates. Students assist in creating a line of baked goods for sale in the community, eventually producing baked goods in large volumes as in a commercial bakery. Students have the opportunity to shadow Just Bakery production/sales staff at various sales venues to gain customer service experience.

Students receive 12 months of job placement and retention. Upon program completion staff will connect weekly with graduates as they work to obtain employment. The Job Developer and Placement Specialist will be the primary job site developer, working closely with the case manager and graduate to secure a position that seems a good fit for new employees and employer.

Just Bakery has funding provide paid internships for students with Just Bakery. Just Bakery graduates who are having difficulty obtaining employment may apply for one of four, four month paid internships with Just Bakery. The purpose is to provide the student with real commercial baking employment experience while building an employment reference.

JustDane will leverage an extensive network of employer partners to help Just Bakery graduates obtain employment. In addition, JustDane will continue to place a high priority on hiring graduates to become program staff. Just Bakery program staff will work up front with employers to develop an ongoing relationship and communication loop that provides ongoing support to both the Just Bakery graduate placed in the job and the employer.

Upon initial placement in employment, program staff will meet weekly with the Just Bakery graduate to check in with them about the new job. Program staff also communicate weekly with the employer for the first 3 months. After 3 months, the Employment Support Specialist will contact the employer at 9 and 12 months. Throughout this year period program staff are available to employers and program graduates as a support to help ensure a successful employment placement. Students will be made aware that after the 12 months of formal employment retention support is over, they are welcome to seek support from program staff should their employment end or if they would like help searching for a new position.

ServSafe Community Classes – Just Bakery will also provide community based ServSafe. The classes are designed for participants who are interested in learning more about food service and hospitality work, but who are unsure about enrolling in the full Just Bakery program. It is also available to individuals who see the Certification as a pathway to employment in the food service industry or who wish to obtain the Certification to increase their wage at their current employer. Each cohort has 12 classes delivered over a six-week period and participants can work with Just Bakery staff for employment search and retention support.

ACCD Program Activities:

1. ServSafe Food Handler Certification classes.
2. Employment readiness training including: resume writing, completing applications, workplace communication and interviewing skills.
3. Assessment of English proficiency skills and referral for additional Language proficiency classes as appropriate.
4. Job Search Assistance and retention support.
5. Supportive services focused on housing, mental health supports.
6. Financial Education workshops focused on different kinds of bank accounts, creating a budget, savings, understanding credit and credit scores, debt management, homeownership, retirement planning.
7. Entrepreneurship training.
8. Referral and linkage to other community services.
9. With partners, provide quarterly Job and Resource Fairs in the Darbo Drive community.
10. Transportation assistance.

ACCD staff will be trained by JustDane to become ServSafe Food Handler certified and exam proctors. This will allow ACCD to directly offer ServSafe Food Handler training to job seekers in a culturally sensitive, linguistically appropriate manner. ACCD will utilize ServSafe materials currently available in French and will use existing staff

to provide support in other languages such as Mandinka and Wolof, as needed. After completing the ServSafe training, participants will have the option to continue onto the full Just Bakery program which includes additional industry specific certifications. Participants with moderate to high English proficiency may proceed directly to the full Just Bakery program. Participants with low English proficiency will be referred to partner Literacy Network for automatic acceptance to job specific English as a second language (ESL) classes and may enroll in the full Just Bakery program once their English skills have advanced sufficiently.

Support Services & Resource Linkage

ACCD participants will receive case management support. Additional services will include access to ACCD mental health supports, housing assistance programs, and other support groups provided by ACCD. ACCD will also refer participants to other community supports as requested by the participant.

Work Experience, Job Placement and Support

In addition to the ServSafe training classes, ACCD staff under this program will provide work search, placement and retention support for participants, linking them with area employers. ACCD will provide two ServSafe Food Handler trainings annually in its space at 3030 Darbo Drive, Madison. Two cohorts of eight students each will be hosted each year. The class will require eight weeks of instruction for participants with strong English proficiency and 12 weeks for those who require additional English Language instruction or additional support. Upon completion, ACCD will conduct an end-of-class assessment to determine if participants are ready to proceed to the full Just Bakery training. All students will be encouraged to continue to the full Just Bakery training but is ultimately optional depending on the student's wishes and plans. All students of immigrant background who complete Just Bakery will be informed about the Immigrant-owned Small Business Assistance Program (ISBAP) hosted by ACCD and invited to participate if they plan to or have already started a small business. ISBAP provides a basic overview of topics such as obtaining an EIN, accounting, business operations, licensing, and food safety regulations to equip small business owners with the tools they need to run an effective, legal and successful business. ISBAP typically offers two or three multi-week sessions per year with one of these being geared for foodservice vendors.

Both ACCD and JustDane use the City of Madison Civil Right Department RaISE program. To identify positions of interest, programs will be encouraged to view the RaISE Program Job Postings and contact the Department of Civil Rights to find a RaISE Program partner to obtain a referral.

Additional Activities:

Additional activities provided by the partners include quarterly Job & Resource Fairs. ACCD, JustDane and Mentoring Positives will organize and implement a community Job & Resource Fair in the Darbo Drive neighborhood to bring together community members, program participants, employers and other non-profit organizations and employment training programs to provide additional information about employment and employment training, as well as supportive services.

- 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?

Both Just Bakery and the African Center for Community Development have an active presence in the Employment Career and Development Equity Areas. ACCD has secondary office space in the Salvation Army building on Darbo Drive, located in a combined priority area. In addition, there is a high concentration of African immigrants living on the Northeast side, with ACCD has been building relationships over the past several years, including conducting site visits to specific clients and tabling at community outreach events.

Just Bakery is located at 1708 Thierer Road and the African Center provides services out of the Salvation Army building on Darbo Drive and out of the UW Partnership Space on S. Park St. Starting in October, JustDane will also have services space on S. Park St. and will provide at community ServSafe Manager classes along with supportive services out of that space.

Both organizations provide services for individuals across the County but have office locations and services embedded within both the East/Northside and the South Side on S. Park Street and E. Olin Avenue in or immediately adjacent to the identified Career Development Equity Areas.

All locations are accessible by public transportation, and both agencies provide assistance with bus tickets and gas cards for transportation to programming.

The Job and Resource Fairs hosted by JustDane, ACCD and Mentoring Positives will take place at the Darbo Drive location to capitalize on bringing direct outreach and resources to these priority areas, which have both a high number of under and un-employed individuals and immigrant neighbors.

- 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	9:00 AM	4:00 PM
	Just Bakery 1708 Theirer Rd. Madison, WI 53704.	
Tuesday	9:00 AM	4:00 PM
	Just Bakery 1708 Theirer Rd Madison, WI 53704	
Wednesday	9:00 AM	4:00 PM
	Just Bakery 1708 Theirer Rd. Madison, WI 53704.	
Thursday	9:00 AM	4:00 PM
	Just Bakery 1708 Theirer Rd. Madison, WI 53704.	
Friday	9:00 AM	4:00 PM
	Just Bakery 1708 Theirer Rd. Madison, WI 53704.	
Saturday	7:30 AM	2:30 PM
	Students can sign up for additional customer service	

	training at sales venues in Madison. Students can, per arrangement with instructors come in to gain additional baking experience and training in the production kitchen. Just Bakery 1708 Theier Rd. Madison, WI 53704.	
Sunday	8:00 AM	12:00 PM
	Optional customer service training with Program staff at sales venues -sites vary.	

****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	9:00 AM	5:00 PM
	3030 Darbo Drive Madison, 53704	
Tuesday	9:00 AM	5:00 PM
	3030 Darbo Drive, Madison, 53704	
Wednesday	9:00 AM	5:00 PM
	3030 Darbo Drive, Madison, 53704	
Thursday	9:00 AM	5:00 PM
	3030 Darbo Drive, Madison, WI 53704	
Friday	9:00 AM	5:00 PM
	3030 Darbo Drive, Madison, 53704	
Saturday	9:00 AM	10:00 AM
	Online small business training workshops	
Sunday	Choose an item.	Choose an item.

****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:

ACCD ServSafe classes will be offered weekdays between the hours of 9-5 and will be conducted at their office on Darbo Drive. Additional employment coaching, soft skills training, employment search and placement support will also be provided at their South Park Street office in the UW Partnership Space. Supportive services will be offered out of both ACCD's S. Park St. location and their ancillary offices in their Darbo Drive location. The ISBAP classes are held on Saturdays and are online to minimize barriers to participation.

Just Bakery ServSafe Manager community-based classes will be offered on Madison's South Side in the Loft Apartment building. JustDane community ServSafe classes will be offered evenings. Classes will be from 5:45 p.m. until 7:45 p.m. on weeknights to be determined per cohort. At least one cohort will be provided at the Park Loft apartments on S. Park St. and at least one will be provided in the Darbo Drive neighborhood.

All employment search and support services programs through ACCD are also available M-F, 9-5 at their S. Park St. office located in the UW Partnership Space in the Villager Mall, Madison, 53713.

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.

Youth, families and individuals are engaged in the development of this proposal and implementation in a variety of ways, including participant satisfaction surveys, focus groups, and ongoing feedback from participants about service gaps. Because the majority of staff across both partner agencies have lived experience with the barriers this program addresses, they also provide input on program design, development and implementation. Under this expanded proposal we will conduct annual focus groups with community members, current and former program participants of both Just Bakery and the African Center for Community Development. Focus groups will provide input on the design, implementation and assessment of the program.

The program serves adults aged 18 and older, many of whom are parents. We will work collaboratively with Mentoring Positives to provide cross program referrals to support families by connecting adults with minor children enrolled with Just Bakery and the ACCD culinary training with Mentoring positives to better support the entire family. Program assessment activities also prioritize individual and family voice, using surveys, focus groups and informal feedback loops to evaluate impact and identify areas for growth. By embedding individual and family engagement in both design and delivery, the program ensures that services are responsive and co-created with those most impacted, provide resilience across generations and build greater financial and economic stability and career advancement.

- 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.

This proposal is based on the deep engagement each partner has within our community. JustDane recognizes that, to be effective in engaging the community in the development process it requires that we have built authentic, trusting relationships within the community, including with grassroots organizations and larger community stakeholders such as the United Way of Dane County and Dane County Human Services. Trust is built through listening, through community engagement and through sharing power or even giving power away. Building relationships and engaging community members, participants and neighbors requires that we are on the ground, whether at a meeting, a community meal, a resource fair, in a neighborhood or attending a community forum. That is why our staff have a regular presence at other agencies and locations within our community. Being on the ground is important but it alone is not enough to engage the community. We must also listen. Listening requires self-awareness, it means that we recognize and honor the community's wisdom, that we understand and know the history and context, that we be prepared to be uncomfortable, transparent, and that we incorporate the input we received from community members, neighborhood groups, and other key stakeholders into our program design and outcomes. Listening also means that we seek to identify, define and talk about cultural differences, it means centering the community's voice, leadership and experience, which includes building collaborations and partnerships within the community. We are responsive to requests from community and neighborhood groups who wish to work with us.

Just Bakery also seeks feedback from our employer partners to look at curriculum areas that should be expanded, enhanced or revised to improve the success rate for our students they hire. It was the input from these employer partners, JustDane's own reentry work and the experiences of students that led to the development of

our Just Workplace training workshops for employers. These workshops focus on the workplace culture and environment, employer hiring practices and barriers they may have in place that prevent someone from either being hired or being able to feel safe and successful in the workplace.

ACCD and JustDane have built strong relationships with key community stakeholders, including: the City of Madison, Dane County Human Services, United Way of Dane County, and dozens of community non-profits in the community. That said, it is the voices of our participants and community members who provide the greatest insights into the day-to-day needs of the individuals and families with whom we work.

The ACCD employment program is built on the principle that the best solutions come from the community itself. Program design and growth have been shaped directly by input from neighborhood residents, program participants, and members of the African immigrant community. ACCD hears directly from those most impacted by employment training barriers about what they need and want in terms of training, employment and supportive services.

Implementation of the program is collaborative. Through this proposal JustDane's Just Bakery program will continue to provide its current training program with five full training cohorts per year. We will also partner with ACCD to expand food service industry training and industry specific national certifications to meet the identified needs of African immigrants for whom language is an additional barrier for training and certification. Just Bakery will also provide hands-on commercial baking training. ACCD will continue its current employment soft skills programming while expanding their training program to include ServSafe Food Handler certification, job placement and case management support. We will work collaboratively to build an expanded employer base and relationships to meet the demands of our community employers in the food service sector while increasing access to employment training and wrap-around supports with the goal of increasing long term economic and financial stability.

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)?
African Center for Community Development	Provide ServSafe Certification classes for members of the African community interested in foodservice and hospitality careers. Conduct intake and assessment with program participants. Provide bilingual, bicultural employment readiness training, assessment of English proficiency, job search and retention assistance, supportive services including service coordination and referral. Financial Education workshops and all other activities listed in the Activities section of this proposal. Entrepreneuership training, with partners plan and implement	Ama Ptak, Executive Director	Yes

	quarterly Job & Resource Fairs in the Darbo Drive neighborhood. Provide additional training for Just Bakery staff related to barriers related to immigration. Refer interested participants to Just Bakery for enrollment in the full Just Bakery training program. With JustDane convene and participate in regularly scheduled partner meetings. Participate in any scheduled City Cohort meetings. Track all required program data and provide to JustDane for grant reporting purposes, provide fiscal management of contract funds receive by ACCD.		
JustDane	Train ACCD staff as certified ServSafe Food Handler Training. Provide Just Bakery training program that include employment readiness, soft skills, industry specific training, supportive services, case management and employment search, placement and retention support. All activities as listed in the Activities section of this proposal. Just Bakery staff will revise curriculum to assist students referred from ACCD with units of measure (celcius to fahrenheit, metric to U.S. Customary standard). With ACCD and Mentoring Positives plan and delivery quarterly Job & Resource Fairs. Participate in regularly scheduled partner meetings. Participate in any City Cohort meetings. Track all required program data for grant repoting purposes, fiscal reporting and management of contract funds. Refer Just Bakery students who have children who may benefit from specialised mentoring to Mentoring	Linda Ketcham, Executive Director	Yes

	Positives and accept referrals of youth turning 18 or parents of youth from Mentoring Positives. Reimburse subcontractor Worker Justice WI under this proposal.		
Worker Justice Wisconsin	Worker Justice will subcontract with JustDane under this proposal to develop, update and deliver specific worker rights training focused on the food service and hospitality industry. Worker Justice Wisconsin has been subcontracting with JustDane for this service for six years.	Kurt Kobalt, Executive Director	Yes
Mentoring Positives	Mentoring Positives, ACCD and JustDane will partner to expand two generation training opportunities. Both ACCD and JustDane will identify adult training participants who have children who may benefit from specialized mentoring and youth employment and refer them to Mentoring Positives. Mentoring Positives will identify youth training participants in their program who are 18 or older who are facing significant barriers to employment training and are interested in employment in food service or hospitality. Mentoring Positives will also refer parents of children enrolled in their program who are facing barriers to employment and are interested in a career in food service and hospitality. ACCD, Mentoring Positives and JustDane will plan and implement Job & Resource Fairs on a quarterly basis to be held in the Darbo Drive neighborhood.	Will Green, Executive Director	Yes

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

Additional partners in this program include , Literacy Network

Literacy Network: As the primary provider of ELL and ESL programming in Dane County, ACCD participants who have minimal English proficiency will be referred to Literacy Network to increase their English proficiency.

Literacy Network will waive wait lists for ACCD participants who have completed the ServSafe Food Handler training with ACCD and who are seeking employment or wish to enroll in the full Just Bakery program. Literacy Network will offer these classes at the new Imagination Station on the East Side of Madison and close to both ACCD's Darbo Drive office and the Just Bakery program on Thierer Road. A letter of support is attached.

How do these partnerships enhance this proposal?

The partnership between the ACCD and JustDane not only supports the existing employment training services offered by each partner, but it also expands the array of linguistically and culturally responsive training and support available within our community for individuals. It allows each organization to learn from one another and expand our own skill sets and knowledge related to our work. This collaboration, as well as each partner's additional partnerships and collaborations within the community, centers program participants and their needs to ensure that they are connected with employment training and wrap around support for participants.

Partnering with Literacy Network for the provision of ESL classes for ACCD participants will expand employment opportunities and earning potential for ACCD participants as language barriers have been identified as one of the leading indicators in employment training access and employment and long-term earnings. Additionally, ACCD and Literacy Network will provide additional training for Just Bakery staff on working with ELL learners.

While the food service industry is a strong employment sector, it is a sector in which wage theft and worker rights are often ignored. Worker Justice Wisconsin has developed a training workshop for Just Bakery students that focus on their rights as employees and how to recognize wage theft and how to file a complaint. Under this proposal we will continue to subcontract for those workshops and expand the contract to include a training workshop for ACCD participants who are going through the ServSafe Manager training.

Mentoring Positives focuses on specialized youth mentoring, employment and entrepreneurship training. They provide critical services that the children of many of JustDane's program participants could benefit from. ACCD also works with parents who have minor children who could benefit from services under Mentoring Positives. Conversely, Mentoring Positives is working with youth who are turning 18 and may be interested in longer term employment training in the foodservice and hospitality industry while earning college credits toward a degree through Just Bakery's articulation agreement with Madison College. Mentoring Positives program participants may also have parents who would benefit from additional employment training. This partnership begins to build a two-generation programming focused on employment training within the Darbo neighborhood, a historically marginalized and underserved neighborhood in our city.

What are the decision-making agreements with each partner?

ACCD and JustDane will make decisions jointly related to the program and services offered. MOUs indicate that partners meet regularly for program evaluation. Partners agree to engage in decision making related to program modifications, scheduling and service delivery. Our partnership in the employment training area is new, but we have been partnering in other areas for four years as outlined in Part-1 Narrative. We have built mutual trust, respect and strong relationships that have allowed us to submit this proposal to expand our collaboration and recognize that each partner brings its own strengths to the collaboration and has autonomy in the delivery of services through their agency. This autonomy is crucial to ensure that services are appropriate and relevant to the individuals being served by each partner. Employment & Resource Fairs will be planned and implemented jointly with ACCD, JustDane and Mentoring Positives working together to identify employers and community resources to be represented, plan dates, times and arrange for food.

ACCD and Literacy Network will coordinate the scheduling of the ELL classes provided for referrals from ACCD.

- 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?

While this proposal is focused on adult employment, we recognize that many of our participants are parents and partners. Youth, families and individuals are engaged in the development of this proposal and implementation in a variety of ways, including participant satisfaction surveys, ongoing feedback from participants about service gaps. Because the majority of program staff in both partner agencies have lived experience with employment barriers, they also provide input on program design, development and implementation. Under this proposal we will engage with our partner Mentoring Positives to work on a two-generation approach to employment training and placement, as well as supportive services to support families more holistically. We will meet regularly with our partner agencies to provide input on the design and evaluation of the program and we will conduct both participant feedback groups and at least two community listening groups in both the Darbo Drive neighborhood and S. Park St. annually that are focused on employment training, barriers, and access to supportive services.

In addition to the employment training activities for adults described in this proposal, each partner provides other services within the community through other funders that can be leveraged to provide additional resources for program participants. For example, JustDane administers three eviction prevention funds that can be leveraged to assist participants of this program who are eligible for those services. JustDane's monthly Service Fair, weekly Phoenix Initiative Support group, and our Mentoring Connections program for youth impacted by parental incarceration are examples of additional support available through JustDane. ACCD also has a wide array of other resources and programs that can be leveraged to support participants in other areas.

ACCD provides a Small Business Assistance Program and is also part of the KIVA loan network and thus can assist in providing start up loans for program participants who wish to start their own business. Matching funds for that program are from the City and while JustDane's Just Bakery students would not be eligible for the City match support, they will be able to access KIVA loans through ACCD's program.

Just Bakery students will also be able to participate in ACCD's Immigrant Small Business Assistance Program through this partnership. The program helps students interested in starting their own business with workshops that walk them through the process.

In addition to these leveraged internal resources that are available, our partners have strong relationships with other agencies and service providers within Dane County, and we are used to connecting individuals with those resources. For example, at the monthly JustDane Service Fair there are typically 15-20 other non-profit organizations from Dane County who are there and available to meet with individuals and share information. ACCD has cross-referral relationships with several immigrant-serving organizations including Literacy Network, Catholic Multicultural Center, Jewish Social Services, Open Doors for Refugees, etc. For this program in particular, Literacy Network will provide expedited enrollment for ACCD's participants who need to improve their English language skills. In addition, ACCD will refer participants who need additional mentorship to Open Doors' Connections Program.

Resource linkage and coordination is facilitated by program staff and is based on the participant's identified needs and goals. Formal referrals for services to other agencies are made by program staff using formal referral processes that include a referral form. However, those formalized referral processes do not always serve the immigrant community well and sometimes the linkage and coordination is less formal and includes more soft hand offs for additional services. Whenever possible, referrals are made while the participant is meeting with an ACCD or Just Bakery staff person to reduce the anxiety or discomfort the participant might feel in making that first contact.

Neither JustDane or ACCD currently actively participate in the NRTs due to staffing constraints. But, with this funding, JustDane and ACCD will have additional capacity and would be able to dedicate time to engaging with the NRTs.

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.

The Food Service & Hospitality Training and Career Pathways for Marginalized Populations program will serve 130 unduplicated participants annually. One hundred participants will be served through Just Bakery, and 30 participants will be served through ACCD. An unduplicated participant is identified as any adult who engages directly in any services provided under this proposal.

Each hour of service provided directly with, or on behalf of a participant is counted as an hour of service. We anticipate a minimum of 14,000 hours of service provided through this program per year. A direct service hour includes: intake and assessment, student time spent in classroom activities and hands on training in the baking kitchen, training in customer service, time spent in tutoring, time spent 1:1 with program participants in the delivery of employment readiness training, employment search, placement and retention support, case management, time spent in Peer Support process groups, time spent on behalf of a student – including service coordination and referral, internal and cross-system referrals made to providers and other resources, entrepreneurship classes. Program completion defined as having completed the industry specific training portion of the program. Additionally we also track engagement post the specific in class training portion of the program and track engagement in case management, job search, placement and retention supports and obtainment of employment.

B. Program Outcomes

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

The outcomes for this program are based on participant feedback, staff feedback, as well as data focused on barriers to employment for adults with conviction histories, barriers to access linguistically and culturally relevant employment training, County census data and national, state and local trends related to employment among immigrants, people with conviction histories, racial disparities in conviction and incarceration rates.

This data led us to select outcomes that specifically address the significant barriers faced by our program participants and focus on addressing barriers to service access, increased self-efficacy and self-confidence, increased employment opportunities and earnings potential, and increased family economic stability and wellbeing.

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: Participants report that the programming/services they receive contribute positively to their desired quality of life.				
Performance Standard	Targeted Percent	90%	Targeted Number	117
	Actual Percent		Actual Number	

Measurement Tool(s) and Comments: Student Surveys, self-report, earned credentials, employment obtained.

Methodology: Primary measurement tool will be participant surveys conducted at the mid-point and end of the training portion of the program. The tool will have multiple choice prompts, as well as open ended questions for participants to share their opinions. We are choosing two touchpoints because some students may leave the program if they obtain employment that may interfere with their ability to complete the class. Many of those students remain engaged to work on their other barriers, such as housing, but some do not continue and we want to have the opportunity to obtain feedback from all students.

Outcome Objective #2: Participants find employment in field of training and level of employment obtained.				
Performance Standard	Targeted Percent	70%	Targeted Number	91
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Self-Report, employer verification, FSET data and HMIS data for unhoused participants..				
Methodology: Student tracking through multiple systems to assist in longer term tracking. The primary methodology will be self-report and employer verification. The Job Developer & Placement Specialist will maintain regular contact with student and employer for up to 12 months..				

Outcome Objective #3: Participants increase to full-time employment from part-time or from multiple part-time jobs to a full time job.				
Performance Standard	Targeted Percent	60%	Targeted Number	78
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Self-report, employer verification, FSET and HMIS data for unhoused participants.				
Methodology: Student tracking through multiple systems to assist in longer term tracking as moving from part-time to full-time employment may take time. The primary methodology will be self-report and employer verification. The Job Developer & Placement Specialist will maintain regular contact with students and employers for up to 12 months.				

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

- C. Data Tracking: What data tracking systems are in place or will be in place to capture the information needed to document demographics, program activities, outcome measures, and expenses?

JustDane has a process in place for gathering and tracking data for participants and outcomes. JustDane utilizes PlanStreet database for program and participant tracking. The database tracks client demographics, services and activities provided, hours of service and outcome measures specific to each individual program, including employment, training received, housing, connection to treatment, support, participation in other educational programs, etc. Intake and assessment data are entered into the database to open the participant as a client. Participant intakes, releases of information, individual service plans and other pertinent documents can also be uploaded as part of the participant's file in the database. Program staff enter their contacts with participants, including date, service provided, type of contact (class, individual 1:1, in-person, phone call, etc.) time and duration of contact and the focus of the contact. Program staff are able to enter their narrative notes into the database via computer or voiceover dictation to allow for timely entry. Recognizing that timely data entry is crucial to accurate reporting, our Administrative Assistant conducts random database audits to ensure that information is being entered and tracked. Appropriate program staff and Program Managers are notified when there are gaps or lags in data entry. The Executive Director received a general report on scope of any audit entry findings. All new program staff receive training on the database as part of their orientation and onboarding.

PlanStreet is a highly secure, cloud-based platform that complies with HIPPA requirements for protection and safety of participant data. It is specifically designed to support behavioral health, healthcare and reentry programs, including Just Bakery.

Data for contract reporting will be collected and tracked by the Just Bakery Program Manager for the purpose of reporting to the City. ACCD has utilized Salesforce and will use it for tracking here in addition to the Google Sign-

up form to enroll participants. The form corresponds with demographic, service and outcome measure tracking required under this proposal. ACCD will report their data to JustDane for inclusion in all program reporting.

Program partners ensure that program staff communicate via regularly scheduled team meetings for staffing, coordination of services and program model review.

It is the policy of all partners to adhere to all local, state and federal laws related to the confidentiality of program participants and their participant records. The sharing and disclosure of information related to program participants is addressed as part of the employee orientation and training process and is also outlined in JustDane's Employee Personnel Handbook. Information on confidentiality is also included in the participant Bill of Rights that individuals receive at intake, along with the client Grievance Procedure. JustDane has an agency Release of Information that participants are asked to sign upon intake to allow staff to make appropriate referrals to partner agencies and/or referrals to other relevant community services and organizations.

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.

Position Title	FTE	Required Certifications and Training	Location(s)
Just Bakery Manager JustDane 1.0 FTE		Five years of experience in baking/culinary industry. ServSafe Manger Certificatin and at least three years of human services experience.	1708 Thierer Road, Madison, WI 53704
Baking & Pastry Arts Instructor - JustDane 1.0 FTE		ServSafe Manager Certification, at least five years of experience in commercial baking and management and at least one year of teaching experience.	1708 Thierer Road, Madison WI 53704
Lead Classroom Instructor-JustDane 1.0 FTE		Certification in all National Restaurant Accoaiton Manage First areas taught. At least one year of teaching or tutoring experience.	1708 Thierer Road, Madison WI, 53704
Teaching Assistant JustDane, .63 FTE		ServSafe Manager Certification. Prior teaching or tutoring experience.	1708 Thierer Road, Madison, WI 53704 ServSafe community classes at 3030 Darbo Dr. Madison, 53704 1202 S. Park St., Madison, WI 53715

Housing & Operations Manager African Center .2 FTE		ServSafe instructor and exam proctor certified. Experience working with individuals experiencing housing instability, experience working with members of the African Community. Must be bilingual.	3030 Darbo Drive, Madison, WI 53704
Grants & Communications Coordinator African Center .05 FTE		At least two years of grants management experience, including expense tracking, financial reporting and narrative reporting.	2238 S. Park St., Madison, WI 53713

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

Both Just Bakery and ACCD will utilize volunteers in this program. Just Bakery utilizes volunteers to assist with tutoring students related to coursework and mock job interviews to help prepare students and practice answering questions, especially difficult ones like explaining gaps in work history. We utilize volunteers for the mock interviews who worked as managers and have experience hiring people. We want to duplicate as much as possible a real interview setting and so that includes having volunteers who the students don't know conduct the interviews. Just Bakery also has interns placed with us through local institutions of higher education. Interns assist with case management services.

ACCD utilizes volunteers in a variety of capacities, including language assistance and interpretation.

JustDane's Volunteer and Community Engagement Manager is responsible for the initial screening and orientation of all volunteer and student intern applicants. Volunteer applications are received through our website or submitted via email or hard copy U.S. mail. Internship referrals are received through the specific educational institution in which the student is enrolled. Upon receipt of the application the Volunteer and Community Engagement Manager (Manager) contacts the prospective volunteer or intern and schedules an interview to go over the individual's interest and unique needs of each program. Some programs, such as Healing House, and our youth mentoring programs require criminal and caregiver background checks. Upon receipt of a signed background check consent, the Manager performs the background check. As part of the general orientation of new volunteers, there is an online portion of the training that introduces new volunteers to our programs and the concepts of cultural humility and cultural competence. Once the prospective volunteer has completed the online portion of the orientation they are connected with the specific program coordinator or manager for the program they are interested in. That coordinator or manager then connects with the applicant to schedule an interview with the individual and begin the program specific orientation and training. Each individual program that utilizes volunteers has developed its own specific volunteer training. Those trainings are conducted by the specific coordinator or manager. Once the volunteer has completed the training they are placed within the program. Program coordinators and managers check-in regularly with volunteers and interns to problem solve, share additional resources and support the work of the volunteer or intern. The program coordinators and managers have regular contact with volunteers and

interns and periodically sit in and observe their engagement with program participants. At any given time, agency-wide JustDane has 8-10 student interns. Many of our interns have lived experience with the criminal legal system and have experienced difficulty finding internship placement sites due to their conviction history, even when the conviction was not substantially related to the nature of the internship placement (not unlike the barriers our program participants find when they look for employment). While not every intern who has served at JustDane has had that lived experience, being able to offer internship opportunities for individuals with criminal legal system involvement aligns with our commitment to help build a community in which everyone has the opportunity to succeed and thrive. Currently at JustDane five of our program staff are former interns, including two who have lived experience. Student interns receive regular support and supervision as they build their skills and expand their knowledge of trauma informed care and resources in the community.

The ACCD Director recruits, interviews and screens all organization volunteers.

- C. 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.

Other program resources/inputs include: space and utilities, internet and phones – including staff cell phones and trac phones for students. Laptops for staff to use in the classroom and case management supports. Program equipment such as copier, printers and office furniture, database fees and licensing, commercial baking license. Other supports include leveraged services described in this proposal such as Circles of Support, Peer Support services. Program staff are reimbursed mileage for program related travel and often use their personal vehicles for transportation. Program supplies and materials related to outreach activities, food for students as we meet over the lunch hour, snacks. Direct assistance funds for employment and transportation costs, help with eviction prevention or security deposit costs are leveraged dollars through other programs. Additionally, student training stipends are leveraged through a private foundation and through a City Employment Grant funded through HUD that supports stipends for students who meet the HUD definition of literally homeless. We have been fortunate the last few years to receive support from a private foundation that is solely interested in funding program equipment which helps our budget immensely and replacement equipment for commercial baking kitchens can cost tens of thousands of dollars for one piece of equipment.

This program is funded through multiple funding streams, including foundation support, individual donations, product sales from our Just Bakery product line, United Way and FSET funds.

ACCD has not included every cost in their budget for this project and is leveraging other resources to cover those costs, including administrative overhead costs.

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.

There are no anticipated conflicts of interest due to client, contracts, or property interests on the part of the partners.

B. Disclosure of Contract Failures, Litigations

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

None to report.



32 Employment and Career Development Services

2026 Request for Proposal (RFP)

Budget Narrative Form *Joint/Multi-agency Applicants ONLY*

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.

BUDGET NARRATIVE DOCUMENT

This document is to be completed by the program partners of the Lead Agency. It is the responsibility of the Lead Agency to include partner Budget Narratives in the application materials.

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.

Example: Agency A is Identified as the “Lead Agency”. Agency B and C are identified as “Joint/Partner Agencies” for their Program entitled “Path Finders”. They requested, in total, \$100,000 for this program.

Agency A will submit the Budget Excel Workbook requesting \$100,000. Within this document they will indicate this program is a joint/multi-agency application, along with how much money will be allocated to both Agency B & Agency C. In this example, Agency B is allocated 30,000 and Agency C is allocated 20,000.

Agency A (Lead Applicant) will fill out the Budget Excel Workbook and outline how they plan to use the requested \$100,000. Within the workbook, they will indicate that \$50,000 of the total \$100,000 requested will be allocated to other agencies.

Agency B (Joint Applicant) will fill out the narrative document below outlining how they plan to use \$30,000. This document will be submitted alongside all other required application materials by Agency A on behalf of all identified partners.

Agency C (Joint Applicant) will fill out the narrative document below outline how they plan to use \$20,000. This document will be submitted alongside all other required application materials by Agency A on behalf of all identified partners.

Program Name:	Foodservice & Hospitality Training and Career Pathways for Marginalized Populations.				
Legal Name of Lead Applicant Organization:	JustDane, Inc.	Total Amount Requested for this Program:		\$ 185,000.	
Legal Name of any additional Joint Applicants (if applicable):	African Center for Community Development, Inc.	Total Amount Requested for your Agency*:		\$ 35,000	
Program Contact for Budget Narrative:	Laura Green	Email:	Laura@afri- cent er- madison.o rg	Phone:	608-294-0066 (general office #)
Program Type: Select <u>ONE</u> Program Type for this form.					
☐ 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					
<u>PLEASE NOTE:</u> Separate budget narrative forms 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.					

Program Expenses	2026 Partner Request
PERSONNEL	\$29,550
OTHER OPERATING	\$2,450

SPACE	\$3,000
SPECIAL COSTS	0
TOTAL*	\$35,000

***This number should equal the Total Amount Requested for your Agency**

Please respond to the following questions based on the amount your agency is requesting. If a particular category does not apply to your proposal, indicate "N/A."

Personnel:

a. How many permanent staff members will be involved in this program/project, and what are their respective roles and responsibilities?

4 staff:

1) Executive Director (.05FTE) - Management, Supervising

2) Business & Employment Specialist (.3 FTE) - Advertising, cohort recruitment, resource navigation and auxiliary supports for cohort, partner coordination, ServSafe instruction

3) Housing & Operations Manager (.2 FTE) - Promotional material design, assist with recruitment and program coordination, job placement, ServSafe instruction

4) Grants & Communications Coordinator (.05FTE) - Grant management including expense tracking, financial reporting, narrative reporting

b. What is the total annual salary budget for permanent staff, including salary, taxes, and benefits?

2027 Projected Staff Expense:

\$37,000

c. Are there any hourly or seasonal staff members? If yes, what is the estimated cost for their wages, taxes, and benefits?

On this project, only the Grants & Communications Coordinator is part-time/hourly. % effort expense on this project is included in the projected staff expense above, and amounts to \$1,975 (.05FTE*\$25/hr*25 hrs/week *21.5% fringe +overhead; benefits are \$0)

Operating:

a. If applicable, please provide a breakdown of operating expenses including insurance, professional fees, audit fees, postage, office and program supplies, utilities, maintenance, equipment and furnishings

depreciation, telephone expenses, training and conference costs, food and household supplies, travel expenses, and vehicle costs.

\$650 bus passes (\$65/ea)

\$500 gas cards (\$50/ea)

\$300 supplies

\$1,000 printing & advertising

b. Are there any other operating-related costs not mentioned above? If so, please specify and provide estimated amounts.

No

Space:

a. What are the total annual costs associated with space, including rent, utilities, and maintenance for office space?

\$12,000 total annual cost ; \$3,000 (25%) allocated to this project – Workforce development is one quarter of ACCD's program activity areas.

b. If the organization owns space, what are the annual costs for mortgage principal, interest, depreciation, and taxes?

n/a

Special Costs:

a. How much funding is allocated for assistance to individuals, such as subsidies, allowances, vouchers, or other payments provided to clients?

\$0

b. Are there any required payments to affiliate organizations? If yes, please specify the purpose and amount.

No

a. Does the organization subcontract any services? If so, please provide examples and the estimated costs associated with these subcontracts.

No



Employment and Career Development Services

2026 Request for Proposal **DUE 8/3/26 4:30pm**

Application Checklist: Joint/Multi-Agency

APPLICATION CHECKLIST

Please complete the checklist below if you are applying as a **JOINT/MULTI-AGENCY ONLY**, and are the **lead applicant**, as you prepare and submit the required application materials for the 2026 Employment and Career Development Services Request for Proposal.

Click the boxes on the right of the list as you complete the items and please submit this along with the required application materials.

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.

Please be sure to read **all RFP Guidelines and Application Instructions** before you complete this form and submit materials.

Joint/multi-agency checklist of required application materials

LEAD APPLICANT:

- ☒ Attend a workshop/meet with a CDD staff member by: **6/29/26 4:30PM**
- ☒ Complete and Submit **Letter of Intent** by: **7/10/26 4:30PM**
- ☒ Complete and Submit **Application Part 1- Organization Narrative** by: **8/3/26 at 4:30PM**
- ☒ Complete and Submit **Application Part 2- Program Narrative(s)** by: **8/3/26 at 4:30PM**
- ☒ Complete and Submit **Application Part 3- Budget Workbook** by: **8/3/26 at 4:30PM**
- ☒ Complete and Submit **Budget Narrative** by: **8/3/26 at 4:30PM** - Required for **LEAD Joint/Multi-Agency Applicants ONLY**

IF APPLICABLE:

- ☐ Complete and Submit **Fiscal Agent Form** by: **8/3/26 at 4:30PM** (if applicable)
- ☒ Complete and Submit **Memorandum of Understanding (MOU)** by: **8/3/26 at 4:30PM** - Joint/Multi-Agency Applications listing any additional joint/partner applicant **ONLY** (if applicable)

APPLICATION FOR 2026 EMPLOYMENT AND CAREER DEVELOPMENT SERVICES PROGRAMS

1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	JustDane, Inc.
Mailing Address	128 E. Olin Ave. Suite 202, Madison, WI 53714
Telephone	608-256-0906
FAX	
Director	Linda Ketcham
Email Address	linda@justdane.org
Additional Contact	Jaclyn Eitrem
Email Address	jaclyn@justdane.org
Legal Status	Private: Non-Profit
Federal EIN:	23-7298482

2. PROPOSED PROGRAMS

	2027		If currently City funded	
Program Name:	Letter	Amount Requested	2026 Allocation	Joint/Multi Application - SELECT Y/N
Foodservice & Hospitality Training and	A	\$185,000	\$115,000	Yes-Partner Budget
Contact:				
	B			
Contact:				
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$185,000		

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:

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

DATE INITIALS:

f costs.

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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	10	100%	34	100%			
GENDER							
MAN	4	40%	11	32%			
WOMAN	6	60%	21	62%			
NON-BINARY/GENDERQUEER	0	0%	2	6%			
PREFER NOT TO SAY	0	0%	0	0%			
TOTAL GENDER	10	100%	34	100%			
AGE							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	10	100%	28	82%			
60 AND OLDER	0	0%	6	18%			
TOTAL AGE	10	100%	34	100%			
RACE							
WHITE/CAUCASIAN	5	50%	19	56%	80%	67%	16%
BLACK/AFRICAN AMERICAN	4	40%	9	26%	7%	15%	39%
ASIAN	0	0%	0	0%	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	1	10%	6	18%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	10	100%	34	100%			
ETHNICITY							
HISPANIC OR LATINO	1	10%	4	12%	7%	9%	26%
NOT HISPANIC OR LATINO	9	90%	30	88%	93%	81%	74%
TOTAL ETHNICITY	10	100%	34	100%			
PERSONS WITH DISABILITIES	3	30%	12	35%			

*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, our Board and staff reflect the racial and cultural diversity of the residents we serve. Our Organizational By-Laws require that our Board reflect the diversity of the residents we serve, including individuals with lived experience in the criminal legal system, formerly incarcerated, unhoused, family members impacted by the criminal legal system, racial and ethnic diversity and people who have lived experience with substance abuse and/or other mental health challenges. Our staff also reflects the racial and cultural diversity, as well as the lived experience of the residents we serve. In addition to the racial and ethnic diversity of our staff, 68% of our staff have lived experience in the areas in which we work, 26% of our staff are former program participants, including 5 who work in the Just Bakery program who are graduates of that program.

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2025

9

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

10

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

15

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

Name	Devonte Windham				
Home Address	P.O. Box 1354, Madison, WI 53701				
Occupation	Attorney				
Representing	Community				
Term of Office	2nd	From:	06/2022	To:	06/2028
Name	Ashley Utz				
Home Address	W7631 Koshkonong Lake Rd. Fort Atkinson, WI 53538				
Occupation	Human Resources Professional				
Representing	Community				
Term of Office	1st	From:	06/2024	To:	06/2027
Name	Timeka Rumpf				
Home Address	1008 N. Sunnyvale Land D, Madison, WI 53713				
Occupation	School of Education, UW Madison				
Representing	Community				
Term of Office	1st	From:	06/2024	To:	06/2027
Name	Aida Laflore				
Home Address	739 N. Thompson Dr. Madison, WI 53704				
Occupation	Accountant and small business owner				
Representing	Community				
Term of Office	1st	From:	06/2025	To:	06/2028
Name	Stephanie Hilton				
Home Address	c/o JustDane, 128 E. Olin Ave. Suite 202, Madison, WI 53713				
Occupation	Circuit Court Judge				
Representing	Community				
Term of Office	2nd	From:	06/2026	To:	06/2029
Name	Qiana Holmes				
Home Address	1416 Williamson St., Madison, WI 53703				
Occupation	Social Worker and entrepreneur				
Representing	Community				
Term of Office	1st	From:	06/2024	To:	06/2027
Name	Brian Britt				
Home Address	508 Oak St., Madison, WI 53704				
Occupation	Barber & Teacher				
Representing	Community				
Term of Office	1st	From:	06/2024	To:	06/2027
Name	Jacob Idlas				
Home Address	1802 Jefferson St., Madison, WI 53711				
Occupation	Attorney				
Representing	Community				
Term of Office	1st	From:	06/2025	To:	06/2028

AGENCY GOVERNING BODY cont.

Name	Natalie Crain				
Home Address	10311 Shady Birch Trail, Sun Prairie, WI 53593				
Occupation	Marketing				
Representing	Community				
Term of Office	1st	From:	06/2025	To:	06/2028
Name	Dan Burnette				
Home Address	2822 Bluestream Parkway, Fitchburg, WI 53711				
Occupation	Human Resources				
Representing	Community				
Term of Office	2nd		06/2026		06/2029
Name					
Home Address					
Occupation					
Representing					
Term of Office				To:	
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
Name					
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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	262,500	65,000					197,500
UNITED WAY DANE CO	320,182	71,288					248,894
CITY CDD (This Application)	185,000	185,000					0
City CDD (Not this Application)	315,000	0					315,000
OTHER GOVT*	125,000	75,000					50,000
FUNDRAISING DONATIONS**	1,430,467	190,000					1,240,467
USER FEES	289,000	234,000					55,000
TOTAL REVENUE	2,927,149	820,288	0	0	0	0	2,106,861

*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	0.10					0.10	110,000	20,500	130,500	0.00	1,000
Just Bakery Manager	1.00					1.00	61,360	19,064	80,424	0.00	17,000
Baking & Pastry Arts Instructor	1.00					1.00	51,000	15,332	66,332	24.52	24,000
Classroom Instructor	1.00					1.00	45,760	14,190	59,950	22.00	23,900
Teaching Assistant	0.63					0.63	28,600	4,576	33,176	22.00	12,440
Resource Specialist	0.50					0.50	23,920	3,827	27,747	23.00	9,156
Job Developer & Placement Spe	0.50					0.50	23,920	2,827	26,747	23.00	26,747
Administrative Assistant	0.50					0.50	22,000	3,328	25,328	21.15	1,000
						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
						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:	5.23	0.00	0.00	0.00	0.00	5.23	366560.00	83644.00	450204.00	135.67	115243.00

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 requesting 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*	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
						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
						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
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	5.23	0.00	0.00	0.00	0.00	5.23	366560.00	83644.00	450204.00	135.67	115243.00

*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	2026 City Request
A	Foodservice & Hospitality Training and Career Development Pathways for Marginalized Populations.	PERSONNEL	115,243
		OTHER OPERATING	17,257
		SPACE	11,000
		SPECIAL COSTS	41,500
		TOTAL	185,000
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			185,000