

**City of Madison  
Community Development Division**



**REQUEST FOR PROPOSALS (RFP) Guideline  
RFP #2026-15055**

**Employment and Career Development Services**

**Release Date: June 18, 2026**

**Due Date: August 3, 2026**

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## RFP SUMMARY

<b>RFP NUMBER and TITLE</b>	<b>RFP #2026-15055 – Youth, Young Adult and Adult Employment &amp; Career Development Services</b>									
<b>DEADLINE for BID SUBMISSIONS</b>	<b>Monday, August 3, 2026, 4:30 p.m. Central Time</b> <b>Proposals received after the deadline or incomplete will not be considered.</b>									
<b>SCOPE</b>	<p>The City of Madison Community Development Division (CDD) is seeking proposals from qualified nonprofit, community-based organizations that can provide Employment and Career Development services and programming to youth, young adults, and adults. Funded services and programs will help participants build skills, access meaningful work and career opportunities, increase financial stability, and advance toward long-term economic mobility. Funded organizations will demonstrate the capacity to provide services and programs under one or more of the following priority areas:</p> <ul style="list-style-type: none"> <li>• Youth Employment and Career Development Services (ages 14–21)</li> <li>• Wanda Fullmore Youth Internship Program</li> <li>• Young Adult Employment and Career Development Services (ages 18–26)</li> <li>• Adult Employment and Career Development Services (ages 18 and older)</li> <li>• Southwest Madison Employment Center Operator</li> </ul>									
<b>FUNDS AVAILABLE</b>	The City of Madison Community Development Division (CDD) anticipates having at least \$1,988,536 to allocate through this request for proposals process. However, final funding level is dependent upon Common Council decisions regarding the City’s 2027 Operating Budget.									
<b>APPLICATION</b>	Form and guidelines available at: <a href="#">Community Development Division Funding Opportunities Website</a>									
<b>E-MAIL PROPOSAL TO:</b>	<a href="mailto:CDDapplications@cityofmadison.com">CDDapplications@cityofmadison.com</a> All proposals must be submitted electronically in at least three documents, the <i>Program Narrative</i> (Word or PDF), the <i>Organization Overview</i> (Word or PDF) and <i>Budget Workbook</i> (Excel or PDF). Please include “2026 Employment RFP” in the email subject line.									
<b>DIRECT ALL INQUIRIES TO:</b>	<p><b>Yolanda Shelton-Morris, Community Resources Manager</b>  <b>Email: <a href="mailto:yshelton-morris@cityofmadison.com">yshelton-morris@cityofmadison.com</a></b></p> <p><b>Dominic Davis, Community Development Specialist</b>  <b>Email: <a href="mailto:ddavis2@cityofmadison.com">ddavis2@cityofmadison.com</a></b></p>									
<b>TIMELINE</b>	<p><b>Please Note:</b> These dates are for planning purposes. They represent the City’s desired timeline for implementing this project. Any revision to the Due Date for submission of proposals will be made by addendum. All other dates may be adjusted without notice, as needs and circumstances dictate.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #e6f2ff;">RFP Released</td> <td style="background-color: #e6f2ff;">6/18/2026</td> </tr> <tr> <td style="background-color: #e6f2ff;">Required RFP Workshop: <a href="#">Option 1 Registration</a></td> <td style="background-color: #e6f2ff;">6/23/2026</td> </tr> <tr> <td style="background-color: #e6f2ff;">Required RFP Workshop: <a href="#">Option 2 Registration</a></td> <td style="background-color: #e6f2ff;">6/25/2026</td> </tr> <tr> <td style="background-color: #e6f2ff;">Required Southwest Madison Employment Center and Financial Empowerment Center Workshop — <a href="#">Registration</a></td> <td style="background-color: #e6f2ff;">7/8/2026</td> </tr> </table>		RFP Released	6/18/2026	Required RFP Workshop: <a href="#">Option 1 Registration</a>	6/23/2026	Required RFP Workshop: <a href="#">Option 2 Registration</a>	6/25/2026	Required Southwest Madison Employment Center and Financial Empowerment Center Workshop — <a href="#">Registration</a>	7/8/2026
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	Required Letters of Intent Due	7/10/2026
	<b>DEADLINE FOR SUBMISSION OF PROPOSALS</b>	8/3/2026
	Community Resources Committee – Agency Presentations	8/26/2026; 9/23/2026
	Community Resources Committee – Final Recommendation	10/28/26
	Funding Recommendations Introduction to Common Council	11/24/2026
	Finance Committee Approval	11/30/2026
	Common Council Approval	12/8/2026

## EXECUTIVE SUMMARY

The City of Madison is committed to creating the conditions necessary for all residents to thrive and reach their full potential. Through the Community Development Division (CDD), the City works with residents, community partners, and other stakeholders to reduce barriers to opportunity, strengthen neighborhoods, and promote shared prosperity and well-being.

While Madison offers a high quality of life for many residents, significant racial disparities persist across education, employment, income, and other measures of well-being. Recent five-year estimates from the American Community Survey (ACS) demonstrate a substantial income gap between Black and White residents: the median household income for Black households is approximately \$43,000, compared with approximately \$82,000 for White households. Local Madison Metropolitan School District (MMSD) data also show disparities in educational attainment. Approximately one in five Black and Hispanic students does not graduate from high school within five years, compared with approximately one in twelve White students.

Through the 2026 Employment and Career Development Services Request for Proposals (RFP), CDD seeks to fund a coordinated portfolio of programs that addresses these disparities and provides a continuum of culturally and linguistically responsive employment services for youth, young adults, and adults. The RFP includes four primary service areas, each connected by an overarching focus on upward mobility. The Wanda Fullmore Youth Internship Program is included as a distinct funding opportunity within Youth Employment and Career Development Services.

Upward mobility refers to an individual's ability to move toward family-sustaining employment, increase earnings over time, advance in a career, and build long-term financial stability. This continuum includes services that help individuals prepare for and secure a first job, advance beyond an entry-level position, re-enter the workforce, and obtain and retain family-sustaining employment. Although CDD has long recognized the importance of upward mobility, this RFP makes that commitment more explicit. This recognizes that although not every program funded through this RFP will lead directly to employment, each plays an important role in helping participants develop the skills, credentials, experience, and support needed to take the next step in their employment journey.

- **Youth Employment Services** supports employment training and opportunities for youth ages 14-21 who face barriers to gaining work experience. This area supports services such as employment readiness training, paid internships, summer employment, career exploration, financial empowerment education, and the **City's Wanda Fullmore Youth Internship Program**. Within CDD's broader upward mobility strategy, youth employment services focus on **early exposure and first work experiences**, helping young people build foundational skills, explore career pathways, and take initial steps toward future employment. This area also includes the City's Wanda Fullmore Internship.
- **Young Adult Employment Services** provides funding to partner agencies for outreach, reconnection, and employment related support for young adults ages 18-26 who are disconnected from school, employment, or training. This area supports services such as GED/HSED completion, career navigation, occupational training, and other support that leads to upward mobility and stable employment. Within the continuum of upward mobility, young adult employment services focus on **reconnection and credentialing**, supporting individuals in re-engaging with education, training, and employment pathways that lead to stable, long-term opportunities.

- **Adult Employment Services** provides funding to partner agencies for employment services and support to unemployed or underemployed adults, with priority to parents and residents who face multiple barriers to gaining and retaining employment. This area supports services such as literacy for employment, GED/HSED attainment, job training, reentry employment supports, financial counseling, and connections to or coordination with other services that address barriers to upward mobility and gaining of family-supporting employment. Within this framework, adult employment services focus on **advancement and retention**, supporting individuals in securing, maintaining, and progressing within employment that leads to family-sustaining wages and long-term financial stability.
- **Southwest Madison Employment Center** seeks an agency to operate the Center and coordinate place-based employment services that promote upward mobility by helping residents access stable employment, skill-building opportunities, financial counseling, and career advancement supports. The Center will serve as an **employment hub and will host the City's Financial Empowerment Center**, which will offer free, professional, one-on-one financial counseling. Within CDD's broader upward mobility strategy, the Southwest Madison Employment Center will function as a **centralized access point** that prioritizes residents, employers, and service partnerships in and around southwest Madison. The operator will also be expected to develop a plan for building relationships with partner organizations, such as neighborhood centers, public libraries, and other trusted community locations, to co-locate financial counseling services at critical access points across the city.

## BACKGROUND

Currently, CDD funds 19 local agencies through the Employment and Career Development Service Area. These agencies operate 29 year-round and summer programs, including 11 youth employment programs, seven young adult employment programs, and six adult employment programs. Because some agencies and programs may serve more than one population, these categories may overlap. Annual City funding for individual programs ranges from \$20,000 to \$120,000. The current annual operating budget for the Southwest Madison Employment Center is \$279,000.

The 2026 Employment and Career Development Services RFP retains the general structure of the previous RFP, issued in 2022, with several refinements:

- Including the selection of an operator for the Southwest Madison Employment Center, which was last addressed through a separate RFP in 2015.
- Strengthening the connection between employment services and financial security through the implementation of a Financial Empowerment Center at the Southwest Madison Employment Center.
- Making the City's commitment to upward mobility more explicit across all funding priority areas. Upward mobility encompasses services the City has historically funded, including GED and HSED attainment, employment-focused literacy, and financial education. By making this focus more explicit, CDD recognizes that not every service along the employment continuum leads immediately to employment. Some services help participants develop the foundational skills, credentials, experience, and financial stability needed to progress toward employment training, career advancement, and family-sustaining employment.

These changes are intended to clarify the purpose and desired impact of the City's employment investments. The 2026 RFP builds on CDD's existing employment services portfolio while more clearly naming the role these services play in helping residents move toward stable employment, family-supporting wages, and financial security.

### Populations Served

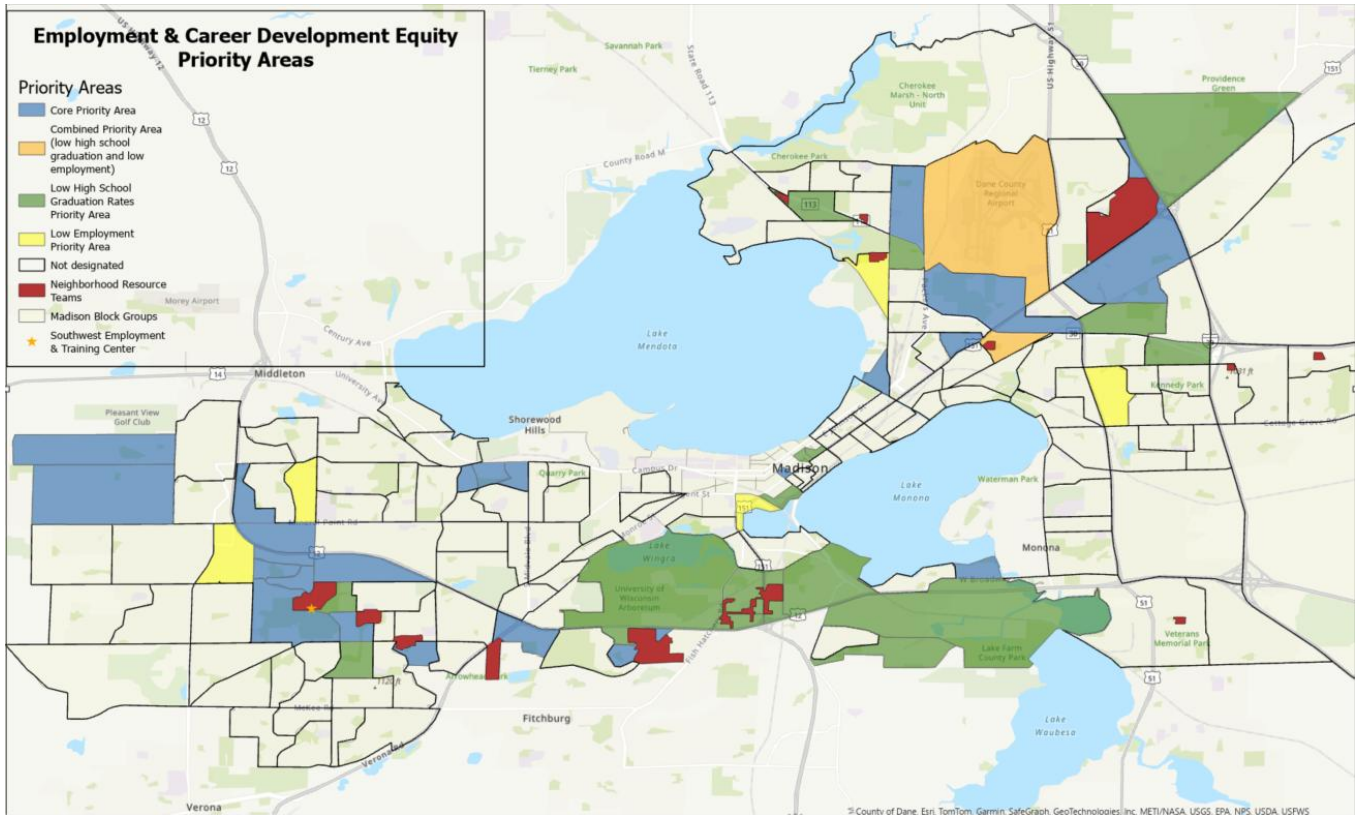
CDD seeks to create opportunities for individuals in historically or currently marginalized populations. With this intention, the City strongly encourages responses from organizations that are connected to, or have a history of success working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer+ (LGBTQ+).

Additionally, CDD recognizes the importance of bringing services and programs to the neighborhoods where people live. Using Census data, the City's Data Team and CDD identified key geographic "**Employment and Career Development Equity Priority Areas**" in the City based on locations that have higher proportions of BIPOC and low-income adults, lower rates of high school graduation, and higher rates of unemployment.

CDD seeks to fund programs and services that serve these areas of the City. All programs and services should speak about their ability to serve one or more of the equity areas highlighted below within their application. An agency does not need to be located within an equity priority area, but the applicant should address any current programming, pertinent relationships and/or partnerships with existing agencies within these identified areas.

All highlighted areas of the map are considered **Employment and Career Development Equity Priority Areas** including:

- **Core Priority areas:** Areas with higher concentrations of BIPOC and low-income adults
- **Low High School Priority areas:** Areas with higher concentrations of BIPOC and low-income adults as well as low high school graduation rates.
- **Workforce Priority areas:** Areas with higher concentrations of BIPOC and low-income adults as well as low employment rates.
- **Combined Priority areas:** Areas with higher concentrations of BIPOC and low-income adults, low high school graduation rates, and low employment rates.
- **Neighborhood Resource Team areas:** Historically under-resourced areas where City staff and community partners coordinate services and resources around neighborhood priorities.



## SECTION 1: SCOPE OF WORK

### 1.1 Program Scope and Priority Area

#### I. Youth Employment Career Development Services

##### A. Youth Employment Programs and Services

Youth Employment Programs and Services provides funding to partner agencies for internship and employment opportunities as well as career exploration for youth ages 14-21 who face multiple barriers to accessing these opportunities. This area supports services such as employment readiness training, paid internships, summer employment, career exploration, financial empowerment education, and the City's Wanda Fullmore Youth Internship Program. Within CDD's broader upward mobility strategy, youth employment services focus on **early exposure and first work experiences**, helping young people build foundational skills, explore career pathways, and take initial steps toward future employment. All services should provide linguistically and culturally responsive services.

#### 2026 Funding Priorities: Youth Employment Programs and Services

##### Expand Access to Opportunities

- Provide employment, internship, career exploration, and leadership development opportunities for BIPOC, LGBTQ+, and low-income youth who have been historically underrepresented or face barriers to participation
- Offer summer programming for youth who may not have structured plans in place prior to the end of the school year

### **Strengthen Career Exploration and Pathways**

- Support exposure to local career pathways through summer programming, internships, and after-school activities
- Expand career exploration programming in STEM, health, and media technology for youth in grades 8-10.
- Incorporate pre-career advising and align programming with MMSD's coursework and pathways.

### **Enhance Education and Workforce Connections**

- Strengthening partnerships with MMSD and the Workforce Development Board of South-Central Wisconsin.
- Expand access to Youth Apprenticeship opportunities for students in grades 11–12
- Support literacy, educational attainment, and career readiness through strategies such as the Workforce Innovation and Opportunity Act (WIOA) co-enrollment, Career and Technical Education (CTE), and dual-credit opportunities.

### **Build Skills and Support Development**

- Supporting work crews with projects requiring additional skill development and technical abilities.
- Providing employment and support programming that includes group social/emotional learning and positive peer support components.

## ***B. Youth Employment & Training: Wanda Fullmore Youth Internship Program***

The City of Madison is seeking proposals from qualified entities to recruit, train and support approximately 25 low- to moderate-income high school age youth for an 8-week summer internship in a City government agency, or placement in a City partner agency. Up to \$95,000 is anticipated for the Wanda Fullmore Youth Internship Program. Of this amount, up to \$35,000 is anticipated for operator personnel and administrative costs. Remaining funds are anticipated to support intern wages, payroll taxes, and fringe-benefit costs.

Providers are encouraged to design program applications that are compatible with current flexible City staff work schedules. Applications should include hybrid style learning experiences. This may include a combination of group project learning and youth civic engagement projects co-facilitated by City departments and other City-funded agencies. The City will assist by identifying City government agencies or City-funded partners (neighborhood centers and other nonprofits) willing to host high school age interns in the summer. All placements should provide linguistically and culturally responsive supervision.

Placement City departments or City partners will provide workspaces and identify employees to serve as the interns' supervisors/mentors. Each host site is expected to work with the selected Wanda Fullmore operator to develop job descriptions and coordinate work/education schedules for the interns.

Interns will generally be expected to work and participate in educational, leadership, and civic engagement programming implemented or coordinated through the non-profit agency for approximately 20 hours per week for 7 or 8 weeks beginning in June and ending in early August.

Providers will be expected to work with youth intern groups to organize an end of summer group project presentation. This presentation should highlight work undertaken and group and individual lessons learned over the summer.

## **2026 Funding Priorities: Wanda Fullmore Youth Internship Program**

### **Expand Access and Equitable Participation**

- Recruit and hire approximately 25 high school-aged City of Madison residents, with a preference for youth entering 11th and 12th grade, prioritizing youth from marginalized or historically underrepresented groups who face barriers to employment and higher education.

### **Align Youth Interests with Meaningful Work Experiences**

- Assess youth interests, skills, and goals to support intentional placement into internship opportunities that align with identified placement needs and provide meaningful, skill-building experiences.

### **Center Youth Voice and Civic Engagement**

- Provide civic engagement programming and project-based work that centers youth voice and perspectives on community issues and fosters connection to local communities.

### **Support Leadership Development and Life Skills**

- Deliver leadership and educational programming that builds on the internship experience and supports life skills, personal growth, and positive youth development.

### **Strengthen Internship Design and Partnerships**

- Build on existing partnerships with City departments while expanding collaboration with City-funded community-based organizations to develop internship roles that include clearly defined responsibilities, meaningful projects, and opportunities for learning and skill development.

### **Provide Training and Ongoing Support**

- Provide at least 20 hours of pre-internship training and offer ongoing support to both youth interns and supervisors through regular communication, guidance, and check-ins.

### **Evaluate and Improve Program Outcomes**

- Evaluate the program from both youth and City perspectives and complete a year-end report that documents outcomes, lessons learned, and opportunities for continuous improvement.

### ***Youth Employment Services and Program Requirements:***

All youth employment services and programs, and the operator for the Wanda Fullmore Youth Internship Program must contain the following components:

## 1. Recruitment, Intake, and Assessment

Providers should recruit and provide services for an identified targeted population, including those living in [Employment and Career Development Equity Priority Areas](#), and assess each participant's interests, skills, abilities, and resources, matching them with opportunities that support their future career, academic, and/or educational goals.

## 2. Coordination and Resource Linkage

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

Recognizing that alignment and collaboration are already taking place in the youth workforce and employment training arena, the City seeks to further support a comprehensive employment support system by increasing its commitment to upward mobility across all priority areas.

Successful applicants will be those that demonstrate connections to specific communities and/or geographic areas (including Employment and Career Development Equity Priority Areas) and have existing collaborations with private sector employers, nonprofit organizations, educational institutions, technical colleges, or trade-training providers, government agencies, key stakeholders, and other relevant service providers. Examples of alignment include, but are not limited to:

- Intentional scheduling or geographic placement of programs and services to enable smooth transitions between them, such as coordinated scheduling of the graduation of one program with the enrollment of a relevant partner program, or co-location of services.
- Coordination with community partners to address participant barriers and increase their likely success in employment, such as transportation, addressing social emotional support or linkage to mental health supports for youth.
- Intentional connections to employers, such as aligning programming with job fairs, and engaging employers in program design, program applicant interviews, job placement, and on the job support.

## 3. Curriculum

Providers should utilize a linguistically and culturally relevant, asset-based model. Programs are required to ensure that participants of varying ages and needs develop transferable skills that support long-term success.

### **Core Skill Development and Workforce Preparation**

Curriculum and programming should support the development of transferable skills, including:

- Soft skills (e.g., communication, teamwork, self-management)
- Life skills (e.g., educational and financial literacy, building support networks)

These skills should promote positive development and support successful transitions to adulthood and family-supporting wages. Programs should incorporate best practices in durable

skills training, including adaptability, resilience, effective communication, teamwork, time management, and financial capability.

Programming should also include career guidance and learning opportunities that connect to further education and training, as well as job placement and post-employment support.

### **Industry-Aligned Training and Partnerships**

Curriculum that offers education and training for specialized employment opportunities should be developed in partnership with business stakeholders to ensure alignment with workforce needs and to create pathways into specific industries or employers.

### **Integration of Financial Empowerment**

Providers should strengthen the connection between employment services and financial stability by incorporating Financial Empowerment education and coordinating with the Financial Empowerment Center at the Southwest Madison Employment Center.

## **4. Examples of Eligible Program Models**

The City and its partners intend to support an inclusive and responsive continuum of employment opportunities for youth, that includes internships, work readiness training, and exploration of future employment opportunities. Programs that emphasize durable skills like critical thinking, adaptability, resilience, communication and collaboration are encouraged to apply.

### **Program types may include:**

- Supported community-based work crews
- Youth employment training programs
- Entrepreneurship and social entrepreneurship education programs
- Employment-focused internships
- Digital skills education and training
- College and career exploration activities
- Career and interest assessments
- Integrated employment training and social-emotional support programming
- Financial empowerment programming
- Programs that build workforce readiness skills for high school graduates, including preparation for emerging fields such as artificial intelligence (AI)

## **5. Workplace Support**

### **Providers will:**

- **Provide Ongoing Support to Participants and Partners:** Offer support to program participants and program partners through face-to-face, phone, or email communication, as appropriate, based on the needs of the participant, educational program, or employer/supervisor.
- **Engage Employers and Community Partners:** Work with private sector employers, nonprofit organizations, government agencies, and other relevant partners to support program implementation and participant success.
- **Support Employer Readiness and Mentorship:** Provide mentor training and guidance to employers and supervisors to ensure consistent expectations, quality experiences, and supportive environments for participants across pre-employment, internship, and educational training opportunities.

- **Promote Pathways and Advancement:** Support participant transitions by identifying and recommending opportunities for continued engagement, including advancement to other programs, partner agencies, or employment opportunities. Programs should also consider hiring program graduates where appropriate.
- **Provide Follow-Up Services:** Deliver follow-up services for a period of **3 to 12 months** after program completion, including continued support, referrals to additional training programs, or connection to further education and employment opportunities, as appropriate.

## 6. Measurements of Success

Funded programs must identify and track clear and measurable outcomes appropriate to the employment and training services continuum as well as track program/service outputs.

Outputs:

- Number of youth participants
- Number of youth who complete programs
- Hours of youth programming
- Educational credit and industry recognized certificates earned
- Youth wages paid by City funds
- Youth participating in financial empowerment education
- Youth paid by direct deposit into newly opened account
- Number of youth that apply to private sector employment/internships placements
- Number of youth that apply to youth apprenticeship/postsecondary education
- Number of City agencies, neighborhood centers, and other City-funded agencies with internship placements (Wanda Fullmore only)

Desired Outcomes

- Participants demonstrate knowledge of career/educational options
- Participants demonstrate improvement toward or proficiency in Work Readiness Skills
- Participants enroll in dual credit or enrollment in Start College Now classes.
- Participants complete youth-led end of summer presentation.
- Participants show increased understanding and demonstrate ability to manage thoughts, emotions and behavior that might interfere with employment.

## II. Emerging Young Adult Employment and Career Development Services

This priority area was added to the Employment and Career Development RFP in 2022 with a goal of reconnecting the approximately 4,000 youth age 18-26 in Dane County that were disconnected from education and employment (Data from Measure of America). Measure of America indicates that this number has likely grown in the years following the aftermath of the COVID-19 pandemic, making programming even more critical today.

This area focuses on supportive services that increase opportunities for employment, training, and educational experiences. Services include GED/HSED completion, career navigation, occupational training, and other support that leads to upward mobility and stable employment. Within the continuum of upward mobility, young adult employment services focus on **reconnection and credentialing**, supporting individuals in re-engaging with education, training, and employment pathways that lead to stable, long-term opportunities. All services should provide linguistically and culturally responsive services.

## 2026 Funding Priorities: Emerging Young Adult Employment

### Support Career Navigation and Advancement

- Assist young adults in navigating career pathways that lead to stable, well-paying jobs in local and regional industries.

### Expand Access to Training and Education

- Provide quality paid training and educational opportunities designed to meet the needs of nontraditional learners.
- Provide programming that supports upward mobility, including GED/HSED completion, tutoring, and access to industry-recognized certifications aligned with employment opportunities.

### Promote Financial Stability

- Offer participants access to financial counseling, credit-building resources, and financial capability supports.

### Reengage and Support Disconnected Young Adults

- Deliver outreach and reconnection services designed to engage young adults who are not currently connected to employment or education systems.
- Facilitate connections to trusted adults and mentors who can support young adults in navigating education, employment, and social support systems.

### Build Skills Through Work-Based Learning

- Provide supported work crews and project-based opportunities that build technical skills and workforce readiness.

## Young Adult Employment Program Requirements

All young adult employment programs must contain the following components:

### 1. Recruitment, Intake, and Assessment

Providers should recruit and provide services for an identified targeted population, including those living in [Employment and Career Development Equity Priority areas](#), assess each participant's interests, skills, abilities, and resources, and match them with opportunities that support their future career, academic, and/or educational goals.

### 2. Coordination and Resource Linkage

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

Recognizing that alignment and collaboration are already taking place in the workforce and employment training arena, the City seeks to further support a comprehensive employment support system by increasing its commitment to upward mobility across all priority areas.

Successful applicants will be those that demonstrate connections to specific communities and/or geographic areas (including Employment and Career Development Equity Priority Areas) and have existing collaborations with postsecondary institutions, private sector employers, nonprofit organizations working to stabilize residents, trade colleges, government agencies, key stakeholders, and other relevant service providers.

Examples of alignment include, but are not limited to:

- **Coordinate Program Design and Delivery:** Implement intentional scheduling and/or geographic placement of programs and services to support smooth transitions between them, such as aligning program completion with enrollment in partner programs or co-locating services.
- **Address Participant Barriers Through Partnerships:** Coordinate with community partners to address barriers and support participant success in employment. This may include access to childcare, transportation, housing supports, mental health services, legal resources (e.g., Workers Rights Center or legal clinics), health care information/enrollment, and childcare assistance outreach and intake.
- **Strengthen Employer Engagement:** Develop intentional connections with employers by aligning programming with job fairs and engaging employers in program design, applicant interviews, job placement, and on-the-job support.
- **Participate in Citywide Workforce Initiatives:** Actively engage in the City of Madison Referrals and Interviews for Sustainable Employment ([RaISE](#)) program processes.
- **Contribute to System Coordination:** Participate in a workgroup of community providers that serves as a collaboration hub to support coordination, information sharing, and the development of related programming.

### 3. Curriculum

Providers should utilize a linguistically and culturally relevant, asset-based model. Programs are expected to ensure that participants of varying ages and needs develop transferable skills that support long-term success.

Curriculum and programming should incorporate strategies that:

- **Build Transferable and Life Skills:** Support development of soft skills (e.g., communication, teamwork, self-management) and life skills (e.g., educational and financial literacy, developing support networks) that promote positive development and support transitions to adulthood and family-supporting wages.
- **Deliver Comprehensive Workforce Preparation:** Include best practices such as training in effective communication, teamwork, time management, financial capability, and building personal and professional networks.
- **Provide Career Pathways and Advancement Opportunities:** Offer career guidance and learning experiences that connect to further education, training, and employment opportunities, including job placement and post-employment support.
- **Align Training with Industry Needs:** Implement curriculum and training for specialized employment opportunities in partnership with business stakeholders to ensure programs are responsive to workforce needs and create pathways into specific industries or employers.
- **Integrate Financial Empowerment into Programming:** Strengthen connections between employment services and financial stability by incorporating Financial Empowerment education and coordinating with the Financial Empowerment Center at the Southwest Madison Employment Center.

Programs should demonstrate how these strategies support participant success in achieving employment, advancing along career pathways, and building long-term financial security.

#### 4. Examples of Eligible Program Models

The City and its partners intend to support an inclusive and responsive continuum of employment opportunities for youth, young adults, and adults that can address multiple levels of need, including internship, work readiness, and employment pathways.

This continuum includes:

- Outreach, reconnection, and employment-related services for young adults
- Services for young adults disconnected from employment and/or education
- Services for young adults experiencing or who have experienced homelessness
- Employment training and career exploration opportunities
- Skill development and employment placement
- Job placement with ongoing support
- Integrated programming that combines employment training, financial empowerment, and social-emotional support for opportunity youth and disconnected young adults

#### 5. Workplace Support

Providers will:

- **Provide Ongoing Support to Participants and Partners:** Offer support to program participants and program partners through face-to-face, phone, or email communication, based on the needs of the participant, educational program, or employer/supervisor.
- **Engage Employers and Service Partners:** Work with private sector employers, nonprofit organizations, government agencies, and other relevant service providers to support program implementation and participant success.
- **Support Employer Readiness and Mentorship:** Provide mentor training and guidance to employers and supervisors to ensure continuity of support, clear expectations, and high-quality pre-employment, internship, and/or educational training experiences.
- **Promote Pathways and Advancement:** Support participant transitions by identifying and recommending opportunities for continued engagement, including advancement to other programs, partner agencies, or employment opportunities. Programs should also consider hiring program graduates where appropriate.
- **Provide Follow-Up Services:** Deliver follow-up services for a period of 3 to 12 months after program completion, including continued support, referrals to additional training programs, or connection to further education and employment opportunities, as appropriate.

#### 6. Measurements of Success

Funded programs must identify and track clear and measurable outcomes appropriate to the employment and training services continuum as well as track program/service outputs.

[Appendix B - Employment Program Framework.](#)

Outputs

- Number of young adults served
- Number of young adults that completed the program/service
- Hours of programming
- Number of industry certificates gained
- Number of GED/HSED completed
- Number of disconnected youth that were reconnected to education or employment

#### Desired Outcomes

- Participants have demonstrated knowledge of career/educational options
- Participants advance to other internship, pre-college, or work training programs
- Participants demonstrate improvement toward or proficiency in work readiness skills
- Participants receive dual credits or enrollment in Start College Now classes
- Participants show increased understanding and demonstrate ability to manage thoughts, emotions and behavior that might interfere with employment
- Participants report that the programming/services they receive contribute positively to their desired quality of life

### **III. Adult Employment and Career Development Services**

The Adult Employment Services priority area seeks to increase employment and training opportunities for adults ages 18 or older, who face barriers to obtaining employment and who are being left behind during a changing local employment economy. Programming seeks to increase the number of residents obtaining and retaining family sustaining jobs. CDD anticipates funding programs at every level of the employment continuum from soft skills to attaining family sustaining wages. All services should provide linguistically and culturally responsive services.

#### **2026 Funding Priorities: Adult Employment**

##### **Support Upward Mobility Through Education and Planning**

- Providing programming that aids in upward mobility such as literacy for employment, GED/HSED completion linked with career and educational counseling including individual career development plans.
- Supporting literacy and language classes that help participants gain upward mobility.

##### **Promote Financial Stability**

- Introducing financial counseling services that help participants improve financial stability, strengthen credit, reduce debt, increase savings, and address financial barriers to employment and upward mobility.

##### **Expand Access to Training and Work-Based Learning Opportunities**

- Promoting quality training and educational options for non-traditional learners.
- Providing paid employment training opportunities.

##### **Remove Barriers and Support Priority Populations**

- Supporting residents who face barriers to employment, including individuals with limited work history, justice involvement, transportation barriers, limited English proficiency, or other challenges.
- Expanding expungement classes, driver's license recovery, and other similar classes that remove barriers for adults seeking employment.
- Promoting services for older adults unexpectedly reentering the workforce due to changing federal policies.

##### **Ensure Continuity Across the Employment Continuum**

- Recruiting participants from programs that offer youth or young adult employment services to ensure youth and young adults needing additional support are transferred to existing adult employment and training programs as they exit high school.

### **Programmatic Requirements:**

All adult employment and career development programs and services should contain the following components:

#### **1. Recruitment, Intake, and Assessment**

Providers should recruit and provide services for an identified targeted population, including those living in [Employment and Career Development Equity Priority Areas](#), assess each participant's interests, skills, abilities, and resources, and match them with opportunities that support their future career, academic, and/or educational goals.

To move toward a more intentional multigenerational approach to advancing economic opportunity, the intake and assessment process should attempt to discover other adults, youth or young adults in the home in need of employment services and make subsequent referrals to appropriate programs.

#### **2. Coordination and Resource Linkage**

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

Recognizing that alignment and collaboration are already taking place in the workforce and employment training arena, the City seeks to further support a comprehensive employment support system by increasing its commitment to upward mobility across all priority areas.

Successful applicants will be those that demonstrate connections to specific communities and/or geographic areas (including Employment and Career Development Equity Priority Areas) and have existing collaborations with private sector employers, nonprofit organizations, educational institutions, technical colleges, or trade-training providers, government agencies, key stakeholders, and other relevant service providers. Examples of alignment include, but are not limited to:

- Intentional scheduling or geographic placement of programs and services to enable smooth transitions between them, such as coordinated scheduling of the graduation of one program with the enrollment of a relevant partner program, or co-location of services.
- Coordination with community partners to address participant barriers and increase their likely success in employment. This could include providing childcare, securing transportation, housing assistance support, addressing mental health issues, connecting to Workers Rights Center or legal clinic workshops, linking to health care information/enrollment, and childcare assistance.
- Intentional connection to employers, such as aligning programming with job fairs, and engaging employers in program design, program applicant interviews, job placement, and on the job support.
- Actively engaged in the City of Madison Referrals and Interviews for Sustainable Employment ([RaISE](#)) program processes.

#### **3. Curriculum**

Providers must use a linguistically and culturally relevant, asset-based approach. Programs must help participants of different ages, backgrounds, and needs develop transferable skills that support employment, career advancement, and long-term financial stability.

These workplace skills may include:

- Communication
- Teamwork
- Adaptability
- Time management
- Self-management
- Educational and financial literacy

Programming should incorporate best practices in career guidance, education and training pathways, job placement, and post-employment support. Financial empowerment should be integrated into employment programming so participants understand how employment, wages, benefits, credit, savings, debt, and financial decision-making contribute to long-term economic security and upward mobility. Programs should provide financial empowerment education and, when appropriate, connect participants to free, professional, one-on-one financial counseling through the Financial Empowerment Center at the Southwest Madison Employment Center.

Curricula that provide education or training for specialized employment needs should be developed or implemented in partnership with employers and other industry stakeholders to ensure that programming creates meaningful pathways into specific occupations, industries, or companies.

#### **4. Examples of Eligible Program Models**

The City and its partners intend to support an inclusive and responsive continuum of employment opportunities for youth, young adults, and adults that includes multiple levels of internship, work readiness, and employment pathways.

This continuum includes:

- Literacy and basic math skill development
- English Language Learning (ELL) training and GED preparation and testing support
- Employment readiness skill building
- Supervised training and/or employment opportunities
- Subsidized or employer-paid transitional employment
- Basic needs assessment and referrals to supportive services
- Education and career planning
- Job-related skills training
- Financial empowerment education

#### **5. Workplace Support**

Providers should offer support to both program participants and their program partners through face-to-face, phone, or e-mail contacts as determined by the needs of the employee, educational program, or business partner/supervisor. Providers should work with private sector employers, nonprofit organizations, government agencies, and other relevant service providers, to provide mentor training to prospective employers to ensure continuity of support and expectations for participants, trainees, or workers, including quality pre-employment, internship and/or educational training for all. Programs should consider hiring and recommending participant graduates to other programs or agencies. Providers should provide follow-up services after the participant completes the program, including opportunities to advance to other partner programs or private sector employment.

Providers will provide 3-12 months of follow-up services with their participants after program completion, including referral to other employment training programs or continued education, as appropriate.

## **6. Measurements of Success**

Funded programs must identify and track clear and measurable outcomes appropriate to the employment and training services continuum as well as track program/service outputs.

### Outputs

- Number of participants in programs and services
- Number of participants that completed programming
- Hours of programming
- Number of industry recognized certificates gained

### Desired Outcomes:

- Participants report that the programming/services they receive contribute positively to their desired quality of life
- Participants gain employment post program and maintain it after 3, 6, and 9 months
- Participants demonstrate improvement toward or proficiency in Low/Intermediate Basic Education including Educational Functioning Level in literacy, reading & writing, numeracy and functional & workplace skills
- Participants demonstrate improvement toward or proficiency in Intermediate/High Intermediate ESL levels
- Participants find employment in field of training and level of employment obtained
- Participants continue in further education in related field
- Participants increase to full-time employment from part-time or from multiple part-time jobs to a full-time job

## **IV. Southwest Madison Employment Center Operator**

The City of Madison seeks a qualified nonprofit, community-based organization to operate the Southwest Madison Employment Center at 1233 McKenna Boulevard. The Center will serve as a welcoming, accessible, place-based hub that connects residents to employment and career development services, financial counseling, education and training opportunities, employers, and supportive community resources.

The selected operator will also serve as the Financial Counseling Provider for the City of Madison Financial Empowerment Center (FEC). The FEC will provide free, professional, confidential, one-on-one financial counseling as a City-supported public service. The Southwest Madison Employment Center will serve as the primary FEC location, with additional referral, integration, and co-location partnerships developed throughout Madison in coordination with the City.

Employment and career development services offered through the Center will primarily serve Southwest Madison residents. The Financial Empowerment Center will operate as a City of Madison public service and may serve residents throughout Madison through the primary Center location and approved community-based service locations.

Within CDD's broader upward mobility strategy, the Center will help residents obtain and retain employment, increase earnings, advance in their careers, and strengthen their long-term financial stability.

## **2026 Funding Priorities: Southwest Madison Employment Center**

### **Operate an Accessible and Inclusive Service Hub**

- Operate a welcoming, accessible, culturally and linguistically responsive employment and financial empowerment center.

### **Deliver Integrated Employment and Financial Services**

- Provide or coordinate employment and career development services for youth, young adults, and adults.
- Implement the City's Financial Empowerment Center model and provide free, professional, one-on-one financial counseling.
- Connect residents to employment, education, occupational training, apprenticeships, internships, financial counseling, and supportive services.

### **Build and Coordinate Strong Partnerships**

- Develop strong partnerships with employers, educational institutions, training providers, public agencies, neighborhood organizations, and other community-based organizations.
- Coordinate on-site and co-located services with partner organizations.

### **Expand Access and Community Awareness**

- Expand outreach and awareness of the services available through the Center.

### **Track Outcomes and Measure Impact**

- Track participation, services, referrals, employment outcomes, financial outcomes, and other measures of success.

### **Applicant Qualifications**

Applicants must demonstrate experience managing direct service staff and programs, coordinating community partnerships, serving culturally and linguistically diverse residents, collecting and reporting client-level data, and operating or coordinating employment, financial empowerment, or related services.

Applicants with limited experience providing one-on-one financial counseling must describe how they will develop the staffing, training, and technical capacity necessary to meet Financial Empowerment Center requirements before services launch.

### ***Southwest Madison Employment Center Program Requirements***

The selected operator must provide the following components:

#### **1. Recruitment, Intake, and Assessment**

The operator must conduct culturally and linguistically responsive outreach to Southwest Madison residents, particularly residents who face barriers to employment, career advancement, and financial stability.

The operator must establish coordinated intake and assessment processes that:

- Identify each participant's employment interests, skills, work history, education, training needs, financial needs, goals, and barriers;
- Connect participants to appropriate employment, training, financial counseling, or supportive services;
- Minimize unnecessary duplication when participants receive services from multiple Center partners;
- Protect participant confidentiality and obtain required consent for services and data collection; and
- Support ongoing follow-up and participant engagement.

FEC clients must receive an individualized financial assessment and client-led action plan. Counselors will assist clients in identifying goals and taking steps related to banking, savings, debt, credit, and legacy planning or asset protection. Clients will be encouraged to participate in multiple counseling sessions to support measurable progress toward their goals.

## **2. Coordination and Resource Linkage**

The operator must coordinate a network of employment, education, financial empowerment, and supportive-service partners.

The operator will establish or maintain relationships with:

- Employers and industry partners;
- Workforce-development and employment providers;
- High schools, post-secondary institutions, and occupational training programs;
- Neighborhood centers, public libraries, and other trusted community locations;
- City, County, and other public agencies;
- Housing, transportation, childcare, legal, benefits, reentry, and family-support providers;
- Banks, credit unions, and other appropriate financial-service partners; and
- Other organizations that can help participants address barriers to employment and financial stability.

The operator must describe which services it will provide directly and which will be provided by partners. The operator will be responsible for coordinating referrals, monitoring partner activity, and ensuring that residents can move effectively between services.

The operator must also work with the City to develop FEC referral, service-integration, and approved co-location partnerships throughout Madison. Partner staff should receive sufficient information and training to understand FEC services and make appropriate referrals.

## **3. Curriculum and Individualized Service Planning**

Employment and career development programming should be based on participant needs and may include structured curricula, individualized coaching, workshops, work-based learning, or other appropriate approaches.

Programming should address areas such as:

- Work readiness and transferable employment skills;
- Career exploration and career planning;
- Résumé development, applications, and interviewing;
- Workplace communication and expectations;
- Digital literacy;
- Financial empowerment;

- Job retention and career advancement; and
- Navigation of education, training, credentialing, and apprenticeship opportunities.

FEC counseling must be delivered by professionally trained counselors through confidential, one-on-one sessions. Financial education workshops or group activities may supplement but may not replace individualized FEC counseling.

FEC Program Managers and counselors must complete training that meets Cities for Financial Empowerment Fund standards and pass any required examination before independently providing or supervising counseling.

#### **4. Types of Programming and Employment and Career Development Service Opportunities**

The operator must provide directly, or coordinate through partners, a range of services responsive to the needs of Southwest Madison residents.

Services may include:

- Career navigation and individualized employment planning;
- Job-readiness training;
- Résumé, application, interview, and job-search assistance;
- Direct connections to employers and employment opportunities;
- Paid employment, internships, apprenticeships, and work-based learning;
- Industry-specific and occupational training;
- GED, HSED, literacy, English-language, postsecondary education, and credentialing opportunities;
- Job-placement, retention, and career-advancement support;
- Access to computers, internet, and other job-search resources;
- Financial Empowerment Center counseling;
- Financial education and safe banking connections; and
- Referrals to transportation, childcare, housing, public benefits, legal assistance, and other supportive services.

The Center will also provide space for partner agencies to offer on-site or regularly scheduled services that complement the Center's employment and financial empowerment mission.

#### **5. Center and Financial Empowerment Center Operations**

The operator will be responsible for the day-to-day operation of the Southwest Madison Employment Center, including:

- Maintaining a welcoming, safe, accessible, and culturally responsive environment;
- Providing regular hours that are responsive to resident needs;
- Providing reception, intake, appointment scheduling, and customer service;
- Maintaining private space for confidential financial counseling;
- Coordinating partner programming and use of the facility;
- Providing information and referrals to Center and community resources;
- Communicating with the City regarding facility, equipment, maintenance, safety, and operational needs; and
- Employing sufficient staff to manage the facility, employment services, partnerships, and FEC operations.

The selected operator will participate in an initial planning and implementation period with the City before the full launch of FEC services. Activities will include hiring and training staff, establishing operating procedures, preparing the required data system, developing referral and co-location partnerships, preparing counseling space, and finalizing service and performance expectations.

The operator must hire and supervise a qualified FEC Program Manager and sufficient financial counselors to meet agreed-upon service expectations. The operator's FEC Program Manager and the City's Local Government Manager will be separate roles. The operator will oversee daily counseling operations, staffing, partnerships, data quality, and performance, while the City will provide strategic direction, contract oversight, and coordination with City leadership and systems.

The FEC must be publicly identified as a City of Madison service. The operator may not independently rename, rebrand, or make significant changes to the FEC staffing structure, service model, locations, partnerships, or use of funds without City approval.

## **6. Workplace and Participant Support**

The operator and its partners must help participants address barriers that may interfere with successful participation in employment, education, training, or financial counseling.

Support may include:

- Transportation assistance;
- Childcare referrals or assistance;
- Work clothing, tools, supplies, or credentialing costs;
- Technology access;
- Language access and interpretation;
- Housing, legal, health, mental health, or public-benefit referrals;
- Workplace coaching and problem-solving;
- Employer communication and mediation, when appropriate; and
- Follow-up after placement or program completion.

Employment participants will receive follow-up support appropriate to the service provided, including assistance with job retention, advancement, additional training, or transition to another program.

FEC counselors must provide appropriate follow-up, monitor progress toward client goals, and refer clients to qualified providers for needs outside the counselor's role or expertise.

## **7. Data Collection and Measures of Success**

The operator must use City-required data systems and processes to collect complete, accurate, and timely information about Center services, participants, counseling sessions, referrals, partnerships, and outcomes.

The operator must participate in regular performance-management activities with the City and use data to monitor participant progress, staff performance, partner activity, service quality, and opportunities for improvement.

Final service and outcome targets will be established with the selected operator and incorporated into the contract and implementation plan.

Outputs may include:

- Number of Employment Center participants;
- Number and hours of employment and career development services;
- Number of participants completing programs or training;
- Number of employer, education, training, and community partners;
- Number of referrals made and completed;
- Number of FEC clients served;
- Number of FEC counseling sessions completed;
- Number and percentage of FEC clients completing more than one counseling session;
- Number of active FEC referral, integration, and co-location partners; and
- Number and hours of partner programs offered at the Center.

Desired outcomes may include:

- Participants obtaining employment, internships, apprenticeships, or paid work experience;
- Participants retaining employment;
- Participants increasing wages or advancing in employment;
- Participants completing education, training, or industry-recognized credentials;
- Participants demonstrating increased work-readiness or career-navigation skills;
- FEC clients opening or transitioning to safe and affordable bank accounts;
- FEC clients establishing or increasing savings;
- FEC clients reducing debt;
- FEC clients establishing or improving credit; and
- Participants demonstrating increased financial stability.

The selected operator must also comply with all applicable requirements related to confidentiality, data security, nondiscrimination, accessibility, language access, conflicts of interest, client protection, and referrals for services outside the scope of the Center or FEC.

## 1.2 Applicant Type

Eligible applicants may submit proposals under one or more of the program types:

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

Applicants must apply as one of the following:

1) **Single Agency:**

An individual organization applying independently for funding under the Employment and Career Development Services area. This includes agencies that may collaborate programmatically with others but are not submitting a joint proposal.

OR

2) **Joint/Multi-Agency:**

- Two or more eligible organizations applying together as a collaborative. For the purposes of this RFP: The lead agency will serve as the fiscal and administrative

coordinator.

- Joint/partner agencies will participate in implementation as subcontractors.
- The lead agency is responsible for submitting all application materials on behalf of the collaborative and will be the primary awardee of the contract.
- The lead agency will remain responsible for contract compliance and the performance of all subcontractors and partner organizations.

Each program type has distinct implementation and reporting requirements. Applicants may apply for one or more types, and proposals should reflect best practices as outlined in this RFP, including clear roles, coordination strategies, and shared accountability where applicable.

### 1.3 Funds Available

#### Anticipated Funds

It is expected that at least \$1,988,536 will be available for allocation to employment and career development services programs beginning in 2027. Final funding authorization will be determined in the City of Madison budget process to be completed in December 2026. **Prior City funding of programs should not be considered a guarantee of future funding.**

Area	Anticipated Funding Allocated in 2026 RFP
Youth, Young Adult, and Adult Employment Programs and Services	\$1,614,536
Wanda Fullmore Internship Program	\$95,000
Southwest Madison Employment Center	\$279,000

City funding is intended to support a coordinated continuum of Employment and Career Development Services that helps Madison residents build skills, reduce barriers to employment, advance in careers, increase financial stability, and move toward long-term upward mobility.

Please note: **On average, City funding for programs accounts for 20% of total program costs. Strong proposals will leverage other funding sources.**

### 1.4 Allocation Recommendations

#### An Equitable and Holistic Approach to Funding Recommendations

The Community Development Division's RFP process is a competitive process in which community based organizations apply for limited funds within specific service area funding cycles. This Request for Proposals seeks to provide access to any agency interested in providing services. Moreover, the RFP process supports CDD's mission to provide high quality services through its partnerships with community-based organizations (CBOs), to administer equitable accountability measures, and to ensure transparency within funding processes.

CDD seeks to support services that create opportunities for people in historically or currently marginalized populations who are living in poverty. With this intention, the City strongly encourages responses from organizations that are connected to, or have a history of success working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer+ (LGBTQ+).

## 1.5 Funding Recommendation Factors

### Guiding Principles for Funding Decisions

To ensure the best possible use of limited funds, CDD uses a holistic approach with a focus on equity, access, and community need. Funding recommendations are informed by several interrelated factors that help CDD consider both the strength of individual proposals and the overall mix of services needed to support Madison residents.

CDD will not use a numeric scoring system for this RFP. Instead, reviewers will assess how strongly each proposal aligns with the goals, priorities, and requirements of the RFP. CDD staff will consider how proposed programs, taken together, contribute to a coordinated, equitable continuum of services.



Funding Recommendation Factor	Description
Application Review Assessment	The results of the application review process, including reviewer assessment of proposal quality, feasibility, clarity, alignment with RFP goals, and overall recommendation. This factor refers to the individual application review qualitative rating, reviewer comments, or other review tools depending on the RFP process.
Past Grant Performance	The applicant’s history of contract compliance, fiscal management, reporting, communication, service delivery, responsiveness to CDD requirements, and ability to meet contracted goals, if applicable.
Demonstrated Community Need	The extent to which the proposal responds to documented community need, resident experience, service gaps, changing conditions, or disparities affecting the proposed population or service area.
Alignment with Priority Service Type	The extent to which the proposed program aligns with the goals, priorities, eligible service areas, or desired outcomes identified in the RFP.  <b>Example:</b> A program may be recommended because it helps residents move beyond short-term employment placement and toward longer-term goals such as increased income, career

	advancement, credential attainment, financial stability, and greater economic security.
Funds Available	The amount of funding available, the amount requested, the reasonableness of the proposed budget, the ability to support a balanced portfolio within available resources.
Coordination and Collaboration	The extent to which the proposed program complements other services, strengthens partnerships, supports referral pathways, avoids unnecessary duplication, and contributes to a more coordinated service system.  <b>Example:</b> A program may be recommended because it strengthens the overall service system by coordinating with employers, educational institutions, training providers, community-based organizations, or public systems.
Connection to Population Served	The applicant demonstrated relationship with, trust among, cultural responsiveness to, and ability to effectively serve the proposed population.  <b>Example:</b> A program may be recommended because it serves a specific population that is currently underserved within the existing service system.
Geographic Access and Distribution	The extent to which the proposed program improves access to services across Madison, especially in neighborhoods or areas with fewer resources, higher need, or barriers to participation.  <b>Example:</b> A program may be recommended for funding because it provides services in an area where residents have fewer nearby service options or face transportation barriers.

This equitable and holistic approach is guided by the following assumptions:

- **There is no one-size-fits-all formula for funding recommendations.** CDD does not use a numeric score to rank applications or determine funding recommendations for this RFP. Instead, the individual application review helps reviewers assess the quality, clarity, feasibility, and alignment of each proposal. The portfolio review then considers how proposed programs fit within the broader system of service provision in Madison.

An application provides important information about the services an agency proposes to deliver, the residents it intends to serve, and the outcomes it seeks to achieve. However, no application review process can fully capture community need, system gaps, geographic access, population-specific expertise, service coordination, or the role a program may play within the larger employment services landscape.

For this reason, CDD considers both the strength of individual proposals and how proposed programs work together to support community needs, equity, access, and upward mobility.

- **Community-based organizations work within larger systems.** The City of Madison has a vested interest in providing services for all residents. Therefore, recommendations consider not only the specialized services provided by a CBO, but also how these services are inherently interrelated with those of other agencies. This

creates an environment where the varying needs and priorities of all agencies, and the residents they serve, are considered.

To achieve this goal, reviewers are encouraged to take a portfolio-level view of applications, where preference is placed on the creation of a portfolio of applicants who work together to better serve all residents of Madison. This stands in stark contrast to a more traditional comparative view within funding recommendation processes, in which applications are assessed solely by their adherence to an established benchmark or checklist within an application process.

- **No single or collection of variables listed above are inherently more important than others.** Assessment and recommendations are dependent upon the needs in the community, applicant pool and quality of application. A single variable may play a pivotal role within deliberations for one agency to receive funding recommendations. That same variable may be of lesser importance within another application. This may be due to a myriad of reasons such as the geographic location of services, the population they serve, etc. (see image above).

CDD staff will use a holistic approach informed by reviewer assessments, the quality of proposals, community needs, available funding, and other quantitative and qualitative factors. This process may produce a range of potential allocation scenarios for consideration.

**Please note: Funding recommendations will be based on more than just proposal quality or individual application review ratings.**

## 1.6 Review Process

### Two-Stage Review Process

Funding recommendations for this RFP will be developed through a two-stage review process:

1. Individual Application Review
2. Portfolio Review

This process is intended to support a fair, transparent, and equity-centered assessment of individual proposals while ensuring that final funding recommendations support a coordinated, balanced, and effective continuum of services.

All complete and eligible applications will proceed through both stages of the review process. Individual review ratings and overall assessments will inform the portfolio review but will not determine whether an application advances to that stage.

### I. Individual Application Review Assessment

Submitted proposals will be reviewed for completeness, eligibility, and compliance with the RFP requirements. Proposals must include all required submission materials. **Applications determined to be incomplete, or ineligible, will be removed from further consideration in accordance with the requirements of this RFP.**

During the individual application review, reviewers will assess each eligible proposal using the proposal review criteria listed in Section 1.7. Reviewers will not assign numeric scores. Instead,

they will assess the degree to which each proposal aligns with the goals, priorities, and requirements of the Employment and Career Development Services RFP.

Each review area will be assessed using the following ratings:

Review Rating	Description
<b>Strongly Aligns with RFP Goals</b>	The response is clear, complete, compelling, and well-supported. The proposal demonstrates strong alignment with the goals, priorities, and expectations of the RFP.
<b>Aligns</b>	The response is generally clear and responsive. The proposal demonstrates reasonable alignment with the RFP, though some areas may be less developed.
<b>Partially Aligns</b>	The response addresses the review area but lacks important detail, clarity, evidence, or demonstrated readiness.
<b>Does Not Yet Align</b>	The response is incomplete, unclear, or does not adequately demonstrate alignment with the RFP goals or expectations.
<b>Not Applicable / Not Assessed</b>	The review item does not apply to the proposal or cannot be assessed based on the materials submitted.

After completing the individual application review, reviewers will provide one overall assessment:

Overall Assessment	Description
<b>Strong Alignment</b>	The proposal demonstrates strong overall alignment with the RFP goals, priorities, and expectations.
<b>Alignment with Questions</b>	The proposal generally aligns with the RFP goals and priorities but includes questions, concerns, or areas requiring further consideration during portfolio review.
<b>Limited Alignment</b>	The proposal does not sufficiently demonstrate alignment with one or more significant RFP goals, priorities, or expectations and presents substantial concerns for consideration during portfolio review.

**Please Note:** The individual application review is intended to assess the quality, clarity, feasibility, readiness, and alignment of each proposal. The ratings and overall assessment will become part of the information considered during portfolio review. They do not independently determine whether an application proceeds to portfolio review or receives funding.

## II. Portfolio Review

After individual application reviews are completed, all complete and eligible applications will be considered during the portfolio review, regardless of their individual review ratings or overall assessments.

During this stage, CDD staff will consider the individual application assessments alongside the proposed portfolio as a whole. The purpose of the portfolio review is to determine how proposed programs, individually and collectively, may contribute to a balanced, equitable, coordinated, and effective continuum of Employment and Career Development Services.

The portfolio review will consider how proposed programs contribute to:

- A balanced mix of Employment and Career Development Services across the full-service continuum;

- The City’s goals for employment access, career advancement, financial security, and upward mobility;
- Access for residents who face barriers to employment and economic mobility
- Geographic distribution across Madison, particularly in areas with fewer employment resources or higher indicators of economic need;
- Strong connections to and experience with the populations proposed to be served;
- Coordination with other providers, employers, educational institutions, public systems, and community partners;
- Alignment with priority service areas identified in the RFP;
- Reasonable and sustainable use of available City funds; and
- The overall strength, balance, and equity of the recommended funding portfolio.

Consideration during portfolio review does not guarantee funding. Final funding recommendations will be based on the individual application review assessments, portfolio-level considerations, and the funding recommendation factors outlined above, with the goal of supporting a coordinated and effective continuum of Employment and Career Development Services.

All funding recommendations are subject to review and approval by the City of Madison Common Council.

### 1.7 Proposal Quality Review Criteria Summary

The proposal quality review criteria for this RFP are designed to support a consistent, transparent, and equitable review of applications. Reviewers will not assign numeric scores. Instead, reviewers will assess the degree to which each proposal aligns with the goals, priorities, and requirements of the Employment and Career Development Services RFP.

All areas of this RFP will be reviewed using the same proposal review criteria. The criteria below are adapted from prior Employment Services review criteria and updated to reflect CDD’s holistic, non-numeric review process.

Proposal Review Criteria	Review Rating
<b>Organizational Qualifications:</b> <i>Reviewers will assess whether the organization demonstrates the experience, capacity, and readiness to successfully provide the proposed services.</i>	
a. The organization demonstrates the experience and organizational capacity to support the proposed services, including appropriate board structure, financial oversight, staffing, supervision, administrative systems, and long-term program planning.	
b. The organization demonstrates cultural competency and has a history of and ability to authentically engage with BIPOC, LGBTQ+, immigrant, and or low-income households and individuals.	
c. The organization demonstrates experience providing employment services, career development, education, training, supportive services, or other services connected to upward mobility.	
<b>Partnerships, Collaboration &amp; Coordination:</b> <i>Reviewers will assess whether the organization demonstrates meaningful partnerships and a commitment to contributing to a coordinated service network.</i>	
a. The organization demonstrates strong collaborative relationships with neighborhood and community partners and a commitment to contribute to a collaborative service network.	
b. Proposed partnerships support the program design and provide details on roles and assets of partnerships in delivering services.	

c. If a formal collaboration is proposed, the application includes documentation describing the role of the collaborator or partner.	
<b>Program Design:</b> Reviewers will assess whether the proposed program is clear, feasible, responsive to community needs, and aligned with the goals and priority service areas identified in the RFP.	
a. The program model aligns with one or more service areas described in the RFP guidelines.	
b. The program design provides appropriate staffing, service intensity, intake, assessment, work experience, curriculum, coaching, case management, or other support needed to achieve intended outcomes.	
c. The program identifies barriers participants may face and describes how the program will help address or reduce those barriers.	
d. Recruitment, curriculum, service delivery, staffing, and participant supports are culturally and linguistically appropriate.	
e. The program design aligns with local workforce needs and creates connections to education, training, employment, career pathways, retention, advancement, or financial stability.	
<b>Budget:</b> Reviewers will assess whether the proposed budget is reasonable, appropriate, and aligned with the proposed level of service.	
a. The budget is reasonable and appropriate to support the proposed program design, staffing, service levels, and participant outcomes.	
b. The requested City funds are clearly connected to the activities and services described in the proposal.	
<b>Overall Recommendation:</b>	

## SECTION 2: PROPOSAL SUBMISSION REQUIREMENTS

### 2.1 Response Format

Applicant agencies will utilize the application documents provided. The response to the RFP should be complete and comprehensive but succinct. Attachments or documents not specifically required should not be submitted. Proposals must be submitted by e-mail.

### 2.2 Letter of Intent and Application Workshop:

Applicants wishing to be considered for funding through the RFP process **must submit a Letter of Intent form by Friday, July 10, 2026, 4:30 p.m. Central Time**, to [CDDapplications@cityofmadison.com](mailto:CDDapplications@cityofmadison.com)

The Letter of Intent will identify the priority area or areas for which the organization plans to apply and will help CDD anticipate the number and types of applications it may receive. Submission of a Letter of Intent does not obligate an organization to submit an application, nor does it obligate the City to provide funding.

All organizations intending to submit an application **must** attend one of the two required virtual application workshops. An organization that is unable to attend either workshop must contact CDD Staff ([Yolanda Shelton-Morris](#) or [Dominic Davis](#)) by **June 29, 2026**, to request an alternative consultation. Approval of an alternative consultation is at CDD's discretion.

#### Required Application Workshop

All organizations interested in applying under this RFP must attend **one** of the following virtual application workshops:

**Option 1**

Tuesday, June 23, 2026

9:00 a.m. Central Time

**Registration:** [June 23, Workshop Registration](#)**Option 2**

Thursday, June 25, 2026

3:00 p.m. Central Time

**Registration:** [June 25, Workshop Registration](#)

The workshops will provide an overview of the RFP, application requirements, funding priorities, application and review process, and an opportunity for prospective applicants to ask questions. At least one representative from each applicant organization must attend one of the two workshops.

**Additional Required Workshop for Southwest Madison Employment Center Operator Applicants**

Organizations applying to operate the **Southwest Madison Employment Center** must also attend a separate, in-person workshop focused on the operation of the Center and implementation of the Madison Financial Empowerment Center (FEC).

The selected Southwest Madison Employment Center operator will be responsible for operating the Center and leading implementation of the FEC as a core component of its work. Applicant organizations should designate at least one representative who would be directly involved in organizational leadership, program management, or implementation to attend this session.

**Workshop Details**

Wednesday, July 8, 2026

11:00 AM–12:30 p.m. Central Time

Madison Public Library—Central Library, 201 W. Mifflin Street

Room 301

Madison, Wisconsin

**Registration:** [Southwest Madison Employment Center Applicant Workshop](#)

**Attendance is required for organizations applying to operate the Southwest Madison Employment Center.** Applicant organizations must identify at least one representative through the registration link above.

Referral and community partners are encouraged, but not required, to attend. These partners will play an important role in connecting Madison residents with free, professional, one-on-one financial counseling and coordinating FEC services with existing community resources.

Applications will **NOT** be accepted from entities that have not:

- 1) Submitted a Letter of Intent; and
- 2) Attended a workshop or consulted with staff about their proposals.

Contracts awarded through this RFP process will take effect beginning January 1, 2027, and may be extended annually through December 31, 2030, pending the continued authorization of funding in future City operating budgets and agencies' satisfactory completion of contract goals.

## 2.3 Required Information and Content of Proposals

Please include only the required submittals specified below. Additional materials will not be accepted.

- Part 1 - Organization Narrative Form
- Part 2 - Program Narrative Form
- Part 3 - Budget workbook
  - Budget Narrative Form – Joint/Multi-Agency applications only
- Letters of Commitment
  - Agencies listing a primary partner/collaborator in addition to any joint/partner applicant (See Program Narrative – Question 4c) for their program should include a letter of commitment/support from the agency partner highlighting the ways in which the agency will support the program.
- Fiscal Agent Form - Complete the form (if applicable).

All RFP application forms are available on the [Community Development Division's website](#).

## 2.4 Application:

All documents-related information including the required application forms, additional information on contracting requirements, and updated timelines are available on the [City of Madison Community Development Division Funding Opportunities website](#). If an applicant is not a 501c(3) organization it must identify a fiscal agent with which it will partner and complete and submit the [Fiscal Agent form](#) with their applications materials by the application due date. Fiscal agents will be required to meet with City staff. Please note, any written materials, including letters of support, brochures, pictures, or other materials not specifically requested in the application form will not be included in the information given to reviewers or committee members, or considered in the evaluation of proposals.

Proposals must be **received by 4:30 p.m. on Monday, August 3<sup>rd</sup>, 2026**. *Please note, proposals are time stamped electronically as they are received, not when they are sent. Proposals received after the deadline will not be considered. Each year, applicants are disqualified because proposals are not received on time, sometimes because of technical issues. Please don't wait until the last minute to submit your proposal.*

## 2.5 Eligibility and Collaborative Proposals:

### 1. Applicant

Eligibility is open to non-profit organizations and agencies that have obtained tax-exempt status under 26 USC 501(c)(3) OR groups that can secure, as fiscal agents, organizations that have obtained such status. Fiscal Agent information is available on the [City of Madison Community Development Division Funding Opportunities website](#). Organizations that are identified to serve as Fiscal Agents

on behalf of applicants will be asked to indicate their understanding of the City's expectations and agreement to act on the applicant's behalf.

## **2. Eligible Expenses**

Eligible expenses include personnel, program/project supplies, space and special costs. No more than 20% of grant funds may be applied to overhead or administrative costs. In awarding grants, the City may identify specific uses for allocations. Capital expenses related to the purchase of vehicles or property are not eligible. All awarded funds must be utilized in the timeline outlined in resultant contracts. Expenses not incurred by the contract end date will not be reimbursed. Funds are available to only support programs, projects, or activities that will entirely, or primarily, benefit residents in the City of Madison.

## **3. Collaborative Proposals**

The City of Madison strongly encourages collaborative proposals that demonstrate meaningful, sustained partnerships between organizations. Collaborations should not only improve service coordination but also work intentionally to **reduce disparities in access, engagement, and outcomes**, particularly for historically underserved communities.

All applicants submitting collaborative proposals must include a **Memorandum of Understanding (MOU)** for each partnering organization. These MOUs will be reviewed as part of the application scoring process and should:

- Clearly define the role and responsibilities of each partner
- Demonstrate how the partnership enhances service delivery and client outcomes
- Reflect a history or plan for regular communication and shared decision-making
- Articulate how the collaboration supports culturally responsive, equitable service access

**Strong collaborations** will show evidence of:

- Shared values around equity, trauma-informed care, and community empowerment
- Joint planning or service delivery (not just referral-based relationships)
- Efforts to increase service access in marginalized neighborhoods or for underrepresented groups

## **2.6 Contract and Reporting:**

All allocated funds will be administered through the City of Madison, Community Development Division. Funded agencies will be required to submit a final program and expense report. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected organization. City purchases of service contracts include requirements regarding nondiscrimination, consideration of vulnerable populations, Affirmative Action, and mandatory insurance coverage. If you have any questions about these requirements, please contact the Community Development Division at 266-6520.

## SECTION 3: GENERAL RFP ADMINISTRATIVE INFORMATION

### 3.1 Point of Contact

The RFP contact identified below is the sole point of contact regarding the RFP from the date of release of the RFP until selection of the successful proposer.

Yolanda Shelton-Morris  
Community Resources Manager  
Email: [yshelton-  
morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com)

Dominic Davis  
Community Development Specialist  
Email: [ddavis2@cityofmadison.com](mailto:ddavis2@cityofmadison.com)

All communications relating to this RFP must be directed to the designated contact for this RFP. All bidders, proposers, protestors or individuals acting on their behalf are hereby prohibited from attempting to persuade or influence any City agents, employees or any member of the relevant selection team, for or against a specific cause related to a pending solicitation, unless otherwise directed by the RFP contact.

### 3.2 Inquiries and Clarification of Specifications

Proposers shall carefully examine the bid and contract documents, correlate their observations with the RFP specifications, and exercise their own judgment as to the nature and scope of the work required. If applicable, visit the Department's website, [CDD Funding Opportunities](#). Consider federal, state and local laws and regulations that may affect cost, progress, performance or furnishing of the work.

Proposers shall immediately notify the RFP contact of any questions, exceptions, clarification of any ambiguity, error, conflict, discrepancy omission or other deficiency or additions they have concerning the RFP document. Failure to do so will be at bidder's own risk.

This RFP will serve as the basis for or will become part of the resulting agreement. No plea of ignorance of conditions or difficulties that exist or may hereafter arise in the execution of the work under this contract as a result of failure to make necessary examinations and investigations, shall be accepted as an excuse for any failure or omission on the part of the bidder to fulfill the requirements of the contract.

### 3.3 Addenda / Official Communication

During the solicitation process for this RFP, all official communication between the City and proposers will be made via the [Community Development Division Funding Opportunities website](#). The City will post such notices, which will include, but not be limited to, addenda for any modifications to administrative or performance requirements, clarifications to requirements, and the announcement of the apparent winning proposer(s). It shall be the responsibility of the proposers to regularly monitor this website for any such postings. Failure to retrieve such addenda and include their appropriate provisions in your response, may result in your proposal being disqualified.

### 3.4 Oral Presentations / Site Visits / Pre-Bid Meetings

Proposers may be asked to attend pre-bid meetings, make oral presentations, or

make their facilities available for a site inspection as part of this request for proposal process. Such presentations, meetings or site visits will be at the proposer's expense.

### **3.5 Acceptance/Rejection of Proposals**

1. The City reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities, which at the City's discretion is determined to be in the best interests of the City. Further, the City makes no representations that a contract will be awarded to any proposer responding to this request. The City expressly reserves the right to reject any and all proposals responding to this invitation without indicating any reasons for such rejection(s).
2. The City reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

### **3.6 Incurring Costs**

This request for proposals does not commit the City to award a contract, pay any costs incurred in preparation of proposals, or to procure or contract for services or equipment.

### **3.7 Proposer Qualifications**

The City of Madison may make such investigations as it deems necessary to determine the ability of the proposer to perform the work, and the proposer shall furnish to the City all such information and data for this purpose, as the City may request. The City reserves the right to reject any proposal if the evidence submitted by, or investigated of, such proposer fails to satisfy the City that the proposer understands the full scope of work and is properly qualified to carry out the obligations of the contract and to complete the work contemplated herein.

### **3.8 Proposal Content**

The required proposal documents are outlined in section 2.2 of this document. Additional information may include references, on-site visits or oral presentations. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a response.

Elaborate proposals (e.g. expensive artwork, news stories, and letters of support) beyond information required to present a complete and effective proposal, are not necessary or desired. Information provided by the applicant in addition to the required proposal may not be considered in the evaluation of the proposal.

### **3.9 Withdrawal or Revision of Proposals**

1. A proposer may, without prejudice, withdraw a proposal submitted at any point in the process by requesting such withdrawal in writing (email is sufficient) to the RFP contact.
2. Proposals may not be modified or altered after the deadline.

### 3.10 Sample Contract Documents

A sample CDD Purchase of service Contract is available on the [CDD Funding Opportunities website](#).

### 3.11 Designation of Proprietary Information

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

1. All restrictions on the use or inspection of data contained within a proposal shall be requested prior to submission of the proposal itself. Written requests for confidentiality shall be submitted to the RFP contact by the proposer prior to the proposal submission date.
2. Requests shall use the following process:
  - Email or phone the RFP contact to discuss your concern.
  - Any information to be considered confidential or proprietary must clearly be stated.
  - Any information to be considered confidential or proprietary must be separated from the rest of the proposal. Co-mingling of confidential/proprietary and other information is not acceptable.
  - Applicants may be asked to submit a written request for information to be considered confidential or proprietary. Provide specific information related to the claim for confidential and proprietary information including: RFP section, page number, topic and specific concern that supports claim.
3. Allocation requests always become public information through the selection committee process. Information usually cannot be kept confidential unless it involves a trade secret as defined in S.134.90(1)(c), Wis. Stats. Any information that will be included in any resulting contract cannot be considered confidential. A proposal, in its entirety, will not be considered confidential and/or proprietary.
4. Proprietary information submitted in a proposal, or in response to the RFP, will be handled in accordance with the applicable Wisconsin State Statute(s). However, the City cannot ensure that the information will not be subject to release if a request is made under applicable public records laws. The City will not provide advance notice to a proposer prior to release of any requested record.
5. The Selected Contractor agrees to hold the City harmless for any damages arising out of the release of any material unless they are specifically identified. In the event the designation of confidentiality of this information is challenged, the Selected Contractor also agrees to provide legal counsel or other necessary assistance to defend the designation of confidentiality and, further, agrees to hold the City harmless from any penalties, costs, damages and fees, including attorney's fees, awarded to the requestor and

- ordered to paid by the City, in any such legal action.
6. To the extent permitted by law, it is the intention of the City to withhold the contents of the proposal from public view until such times as competitive or bargaining reasons no longer require non-disclosure, in the opinion of the City. At that time, all proposals will be available for review in accordance with the Wisconsin Open Records Law.

### **3.12 Contract for Purchase of Services**

Proposers are responsible for reviewing contract for purchase of services prior to submission of their bid. A sample Contract for Purchase of Services shall serve as the basis of the contract resulting from this RFP and is available on our [Contract Requirements](#) web page. The terms of described on this website shall become contractual obligations following award of the RFP. By submitting a proposal, proposers affirm their willingness to enter into a contract containing these terms.

### **3.13 City of Madison Additional Standard Terms and Conditions**

Proposers are responsible for requesting and any potential Additional Standard Terms and Conditions prior to submission of their proposal. City of Madison Additional Standard Terms and Conditions are the minimum requirements for the submission of Proposals.

### **3.14 Proposal Evaluation and Award**

1. **PRELIMINARY EVALUATION**  
Submitted proposals will be reviewed for completeness, eligibility, and compliance with the RFP requirements. Applications determined to be incomplete or ineligible may be removed from further consideration. If no proposal meets all RFP requirements, the City reserves the right to continue consideration of the proposal or proposals that most closely meet the requirements.
2. **PROPOSAL EVALUATIONS, INTERVIEWS AND/OR SITE VISITS**  
Applications will be reviewed through the qualitative individual application and portfolio review processes described in this RFP. The City will not assign numeric scores or rank applications solely on the basis of proposal quality.

CDD staff, the designated review group, and the Community Resources Committee may request presentations, interviews, site visits, or additional clarification from some or all applicants when necessary to better understand a proposal. Information received through these activities may be considered as part of the individual application assessment and portfolio review.

The City may develop funding recommendations based on the written applications without conducting interviews, presentations, negotiations, or site visits.

3. **BEST AND FINAL OFFER**  
The designated Selection Committee may request best and final offers from one or more proposers determined to be reasonably susceptible to being selected for award for the purpose of clarification to assure full

understanding of, and responsiveness to, the solicitation requirements. Proposers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. If best and final offers are requested, they will be evaluated against the stated criteria, scored and ranked. The City reserves the right to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next highest scoring proposer.

4. CLARIFICATION OF PROPOSALS

During the evaluation of proposals, the City reserves the right to contact any or all proposers to request additional information for purposes of clarification of RFP responses, reject proposals which contain errors, or at its sole discretion, waive disqualifying errors or gain clarification of error or information.

5. PRICE AND/OR COST ANALYSIS

The City reserves the right to conduct a price and/or cost analysis to determine if the price is fair and reasonable. If only one responsive proposal is received, a detailed price and/or cost analysis may be requested of the single proposer. Proposers shall cooperate as needed with the City's efforts to perform said analyses.

6. NEGOTIATION

The City reserves the right to negotiate final fees and scope of services with the selected Contractor.

7. PROCESS

At any phase, the City reserves the right to terminate, suspend or modify this selection process; reject any or all submittals; and waive any informalities, irregularities or omissions in submittals, all as deemed in the best interests of the City.

8. COMMUNICATION WITH SELECTION COMMITTEE

Proposers may not contact members of the Selection Committee at anytime during the evaluation process, except at the City of Madison CDD request.

9. RIGHT TO REJECT PROPOSALS AND NEGOTIATE CONTRACT TERMS

The City reserves the right to reject any and all proposals and to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next preferred proposer.