



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

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30PM August 3rd, 2026

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

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

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

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

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

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

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

If you have any questions or concerns that are related to technical aspects of this document, including difficulties with text boxes or auto fill functions, please contact Madeline Bohrod – mbohrod@cityofmadison.com.

APPLICANT TYPES

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

SINGLE APPLICANTS

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

JOINT/MULTI-AGENCY APPLICANTS

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

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

Part 1 - Organization Narrative Form

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

Legal Name of Organization:	Urban League of Greater Madison	Total Amount Requested:	\$ 399,000
All program(s) connected to your organization:	Program Name: Advance Employment Services Amount Requested: \$ 120,000 Applicant Type: Single Agency Application Program Type: Adult Employment- Programs & Services List Program Partner(s) (if applicable):		
	Program Name: Southwest Madison Employment Center Operator Amount Requested: \$ 279,000 Applicant Type: Single Agency Application Program Type: Southwest Madison Employment Center Operator List Program Partner(s) (if applicable):		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item.		
	Program Type: Choose an item. List Program Partner(s) (if applicable):		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable):		
	<i>If you are applying for more than four programs, please contact Dominic Davis Ddavis2@cityofmadison.com</i>		
	Contact Person for application (Joint	Ruben L. Anthony, Jr.	Email: ulgm@ulgm.org

Applications - Lead Org):			
Organization Address:	2222 S. Park Street, Madison, WI 53713	Telephone:	(608) 729-1208
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent <i>(if no)</i>	Not Applicable

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

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

The Urban League of Greater Madison (ULGM) has maintained a stable and vibrant 501(c)(3) nonprofit operation serving the City of Madison since 1968. We are an independently operated affiliate of the National Urban League, which has led the movement for economic opportunity and civil rights for more than 110 years. Founded to advance economic opportunity, educational achievement, and quality of life for historically underserved residents, ULGM works to empower African American and other underserved individuals and families to achieve social and economic equality. Through a combination of civil rights advocacy, community engagement, and a holistic direct-service model, ULGM provides workforce development, youth development, financial empowerment, housing counseling, entrepreneurship and business development, and other programming that helps residents build pathways to long-term stability and economic mobility. Our portfolio of empowerment programs serves more than 3,000 youth, adults, and families annually, while thousands more are reached through community engagement, advocacy, and systems-change initiatives.

Employment and career development services are a core component of ULGM's mission and have been integral to the organization's work for decades. ULGM serves hundreds of youth and adults each year through career coaching, employment readiness training, industry-specific skills development, employer engagement, apprenticeship pathway connections, and job placement assistance. The organization prioritizes serving residents who have historically faced barriers to employment and advancement, including Black, Indigenous, and People of Color (BIPOC), low-income individuals, justice-involved individuals, and residents of the City of Madison's Employment and Career Development Equity Priority Areas. By integrating workforce development, supportive services, and financial empowerment strategies, ULGM helps participants not only secure employment, but also advance toward family-sustaining wages, financial stability, and long-term economic mobility. Over the past decade, ULGM has helped more than 2,200 unemployed and underemployed adults secure new or better career-pathway employment opportunities. Approximately 81% of participants were people of color, 40% were parents of school-age children, and 34% had a prior history of incarceration. Last year alone, ULGM assisted 125 individuals in obtaining new or better employment. The average starting wage was \$21.29 per hour, 95% secured positions paying at least \$15 per hour, 72% obtained positions paying at least \$18 per hour, 76% increased their wages by at least 20% after completing an Urban League program, and 55% secured jobs that provided healthcare and other employment benefits they did not previously have. These outcomes reflect ULGM's commitment to helping residents move beyond immediate employment needs and toward sustained career advancement, increased earnings, and long-term economic security.

- Describe your organization's experience implementing programming aligned with the Employment Services and Career Development RFP Guidelines.** Please include specific examples relevant to the programs proposed in this

application. If applicable, list all the current Employment programs your organization operates, along with their inception dates.

ULGM has extensive experience designing, implementing, and continuously improving employment and career development programs that align closely with the City of Madison's Employment and Career Development framework and priorities. For decades, the organization has operated programs that support youth and adults at multiple stages of the workforce continuum, helping participants prepare for employment, secure meaningful work, advance in careers, increase earnings, and achieve long-term economic mobility. This approach is strongly aligned with the City's emphasis on upward mobility and culturally responsive employment services. The City's framework emphasizes supporting residents across a continuum that includes early career awareness, employment readiness, job placement, advancement, retention, and financial stability, and ULGM has developed programming and partnerships that address each of these stages.

ULGM's demand-driven workforce development model incorporates the core elements identified throughout the RFP, including outreach and recruitment, assessment and individualized coaching, foundational work-readiness training, job and industry-specific skills development in high-demand fields, employer engagement, job placement, retention supports, and financial education. Program design is informed by labor market demand and developed in partnership with employers, apprenticeship sponsors, educational institutions, industry associations, and workforce system partners to ensure participants are prepared for occupations offering advancement opportunities and family-sustaining wages. Participants receive individualized coaching and support designed to address barriers to employment while building pathways toward long-term career success. Services are delivered through a participant-centered and culturally responsive approach that reflects the lived experiences and strengths of the communities we serve.

ULGM currently operates a broad portfolio of employment and career development programs that span multiple points along the workforce continuum. For adults, our flagship Advance Employment Services (estimated inception 2015) program provides career coaching, employment readiness training, job search assistance, employer connections, supportive-service coordination, industry-specific training opportunities, and placement assistance for unemployed and underemployed adults. ULGM also operates a recognized FoodShare Employment and Training (FSET) program that assists eligible participants to fulfill FoodShare work requirements with career planning, employment preparation, supportive services, and job placement activities. In addition, ULGM operates a Fatherhood Program (estimated inception 2000) that combines employment and economic stability supports with fatherhood skills development, advocacy, and assistance navigating the child support system.

For youth and young adults, ULGM operates the 21st Century Careers Program (estimated inception 2008), which provides career exploration, leadership development, financial education, postsecondary exploration, employer engagement, and paid summer career-awareness internships. ULGM also partners with Madison Metropolitan School District to host Foundations Central (estimated inception 2013), an alternative high school completion program located at ULGM that helps young adults who have left the traditional high school setting complete their high school diploma while connecting them to workforce development, career planning, postsecondary opportunities, and, when appropriate, enrollment in ULGM adult employment services. Collectively, these initiatives help participants progress from career awareness and educational attainment to workforce entry and advancement.

ULGM also operates workforce initiatives that connect participants directly to occupational training and career pathway opportunities. Through partnerships with UW-Madison School of Education, Edgewood College, Madison Metropolitan School District, and several surrounding school districts, ULGM administers an educator workforce development initiative that supports aspiring teachers in obtaining degrees and licensure in high-demand fields such as Special Education, Bilingual Education, and Elementary Education. These efforts demonstrate ULGM's ability to support participants pursuing both traditional employment pathways and professional careers requiring advanced credentials.

In addition to direct workforce programming, ULGM has extensive experience operating employment-related infrastructure and addressing barriers to employment. ULGM currently serves as the operator of the Southwest Madison Employment Center, overseeing daily facility operations, providing drop-in employment assistance, hosting workforce workshops and training programs, coordinating referrals, and making the facility available for community programming. As part of the Center's original vision of expanding access to workforce resources in South Madison, ULGM also contracts with Dane County Human Services to host an on-site Economic Support Specialist. This position helps increase accessibility to services that would otherwise require travel to the Job Center of Wisconsin and connects residents to public benefit programs and supportive services such as FoodShare, health care coverage, child care assistance, and other resources that help individuals obtain, retain, and advance in employment. This integrated approach helps participants address barriers that often impact employment stability and long-term economic mobility. ULGM also partners with Legal Action of Wisconsin and other organizations to host quarterly Barriers to Employment Expungement Clinics that help individuals remove eligible records and pursue pardons, reducing legal barriers to employment. The organization further supports career advancement through the ULGM Young Professionals program, a National Urban League auxiliary that combines community engagement, networking, leadership development, and professional growth opportunities for emerging professionals.

ULGM maintains strong partnerships with employers, apprenticeship sponsors, workforce system partners, educational institutions, training providers, government agencies, and community-based organizations. These partnerships create opportunities for participants to access industry-recognized training, apprenticeship programs, career pathway employment, supportive services, and work-based learning experiences. Key workforce partnerships include collaborations with the Latino Academy of Workforce Development, Workforce Development Board of South Central Wisconsin, United Way of Dane County through the former HIRE Initiative, Madison College, apprenticeship sponsors, and numerous employers across construction, healthcare, transportation, banking, biotechnology, manufacturing, and other high-demand industries.

ULGM recognizes that employment advancement and financial stability are closely connected. Workforce participants receive financial education through certain employment training activities and may be referred to the organization's broader financial empowerment, housing counseling, homeownership, and asset-building programs when appropriate. As ULGM updates its organizational strategic plan, the organization is exploring opportunities to further strengthen the connection between workforce development and financial empowerment services to support long-term economic mobility and wealth building. This direction aligns with the City's growing emphasis on connecting employment outcomes with financial security and upward mobility.

Over the past decade, ULGM has helped more than 2,200 unemployed and underemployed adults secure new or better employment opportunities while also serving hundreds of youth and young adults through workforce development, career exploration, educational attainment, and employment readiness programming. Through these combined efforts, ULGM has developed the organizational infrastructure, community partnerships, employer relationships, data systems, and staff expertise necessary to successfully implement programs that support residents at multiple points along the workforce continuum—from career awareness and educational attainment to employment, advancement, financial stability, and long-term economic mobility.

ADD PROGRAM INCVEPTION DATES?

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

Over the past two years, ULGM has experienced significant strategic growth while maintaining continuity in its mission, leadership, and core services. The organization has expanded its role as a leader in economic mobility

through new or enhanced initiatives focused on workforce development, entrepreneurship, homeownership, financial empowerment, wealth building, and community development. These investments have strengthened ULGM's ability to support individuals and families across multiple pathways to economic self-sufficiency and wealth building.

One of the most significant developments during this period has been the launch of the Black Business Hub and Black Business Hub Accelerator Program. Developed in partnership with the City of Madison and numerous public and private partners, the Black Business Hub represents one of the most significant recent investments in Black entrepreneurship and economic development in South Madison, with the potential to positively impact entrepreneurs and small business growth throughout the greater Madison region. The Hub serves as a centralized resource for Black entrepreneurs and small business owners seeking affordable physical space to launch and grow their businesses, along with access to a one-stop entrepreneurial ecosystem that offers technical assistance, business coaching, access to capital, networking opportunities, and other business growth support. The initiative represents a major expansion of ULGM's economic mobility strategy by creating pathways to entrepreneurship, business ownership, job creation, and generational wealth building.

ULGM has also significantly expanded its housing and financial empowerment services. Thanks in part to significant support and partnership from the City of Madison, ULGM became a HUD-certified Housing Counseling Agency approximately two years ago, enabling the organization to provide comprehensive homeownership counseling, homebuyer education, financial coaching, financial capability training, and related services designed to help families build assets and achieve long-term housing stability. This designation strengthened ULGM's ability to support residents pursuing homeownership and broader financial security goals. Earlier this year, ULGM also became the designated training provider for the Home Buyers Round Table of Dane County. This partnership further strengthens ULGM's role in providing homebuyer education and financial empowerment services to low- and moderate-income households throughout Dane County.

The organization has continued to expand its role as both a direct service provider and community convener. In addition to operating workforce development, financial empowerment, housing counseling, entrepreneurship, and youth development programs, ULGM has assumed leadership roles in collaborative efforts related to environmental justice, neighborhood resilience, economic mobility, and community development. Recent initiatives include planning efforts for the Village on Park Resilience Hub, expanded environmental justice programming, and strengthened partnerships with employers, educational institutions, financial institutions, workforce organizations, government agencies, and community-based organizations.

ULGM has also invested in organizational infrastructure and operational capacity-building efforts, including new financial management processes and systems, technology systems, staff professional development, and cross-program coordination. These investments have strengthened the organization's ability to manage public and private funding, measure outcomes, coordinate services across multiple program areas, and respond effectively to emerging community needs.

While ULGM has experienced substantial growth and diversification during this period, the organization's mission, governance, and commitment to advancing economic opportunity for historically underserved communities have remained consistent. These developments have strengthened ULGM's capacity to implement employment and career development programs while supporting residents through multiple interconnected pathways to economic mobility, financial stability, entrepreneurship, homeownership, wealth building, and community well-being.

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

Over the next two years, ULGM anticipates continued growth and strategic expansion across its workforce development, entrepreneurship, financial empowerment, homeownership, and community development initiatives. We are currently in the process of finalizing an update to our 2023 Strategic Plan. Many of the anticipated changes described below are driven by the organization's commitment to advancing economic mobility and responding to emerging community needs while maintaining workforce development as a core component of its mission.

A major organizational priority over the coming years is strengthening how ULGM coordinates services that contribute to long-term economic mobility. As part of this effort, ULGM has advanced to the next stage of review for a proposed \$500,000 Wisconsin Partnership Program grant in partnership with Dr. David J. Pate Jr. of the University of Wisconsin-Madison. The proposed Family Economic Mobility Insights Project would provide both funding and technical assistance to help ULGM better understand, measure, and strengthen long-term outcomes across workforce development, financial empowerment, homeownership, and entrepreneurship programs. The initiative would support development of more intentional service pathways, improved cross-program coordination, enhanced participant engagement strategies, and stronger systems for long-term outcome tracking and continuous improvement. These efforts align closely with ULGM's broader commitment to advancing economic mobility and strengthening connections between employment, financial stability, and asset-building opportunities.

To support this vision, ULGM anticipates implementing an organizational restructuring that will place Youth Empowerment, Adult Workforce Development, and Financial Empowerment/Homebuyer Education and Counseling programs under the leadership of a single Senior Director. This change is intended to strengthen coordination across programs, reduce service silos, improve participant referrals and engagement, and better align services that collectively contribute to employment advancement, financial stability, homeownership, and wealth building. ULGM believes this integrated structure will strengthen coordination across programs and enhance the organization's ability to connect participants with workforce development, financial empowerment, homeownership, entrepreneurship, and other services that support economic mobility.

ULGM also anticipates continued expansion of the Black Business Hub and Black Business Hub Accelerator Program. As the initiative matures, the organization expects to expand business coaching, technical assistance, access-to-capital opportunities, and entrepreneurial support services for Black-owned businesses and aspiring entrepreneurs. The Hub is expected to further strengthen ULGM's role as a regional leader in entrepreneurship development, small business support, job creation, and wealth building.

Additional anticipated growth includes continued expansion of ULGM's housing counseling and financial empowerment services following its HUD Housing Counseling Agency certification and recent collaboration as the training provider for the Home Buyers Round Table of Dane County. The organization expects to increase access to homeownership counseling, financial coaching, homebuyer education, and asset-building services while strengthening connections between these services and workforce development programming. To support this growth, ULGM anticipates adding at least one additional HUD-certified housing counselor during the coming year and may add a second counselor depending upon funding availability and program demand. These investments will strengthen capacity for financial coaching, housing counseling, homebuyer education, and related financial empowerment services while supporting implementation of Madison's Financial Empowerment Center and strengthening connections between workforce development and financial stability services.

ULGM has also begun exploring concepts for “Homeownership 3.0,” the next evolution of its housing development work. Potential models under consideration include multifamily housing, single-family home construction, condominiums, and townhomes. Consistent with ULGM's previous homeownership initiatives, the organization's objective is to expand access to quality housing opportunities while creating pathways for asset building and long-term wealth creation for families.

ULGM also expects to continue advancing community development and resilience initiatives, including planning and implementation activities associated with the Village on Park Resilience Hub and related environmental justice efforts. These initiatives are expected to create additional opportunities for residents to access employment and training opportunities associated with the growing clean energy economy, entrepreneurship resources, financial empowerment services, and other supports that contribute to long-term community well-being.

While ULGM anticipates continued expansion and innovation, the organization does not foresee any changes that would negatively impact its ability to provide the services proposed through this application. Rather, these developments are expected to strengthen ULGM's capacity to support residents through multiple interconnected pathways to employment, career advancement, financial stability, homeownership, entrepreneurship, wealth building, and long-term economic mobility.

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

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

ULGM employs a diverse team of professionals with expertise in workforce development, career coaching, youth development, education, financial empowerment, housing counseling, entrepreneurship, community engagement, and case management. Staff bring a combination of formal education, professional credentials, lived experience, and deep community connections that strengthen the organization's ability to effectively serve individuals and families facing barriers to economic opportunity. Depending on position responsibilities, staff may possess degrees, professional certifications, industry credentials, specialized training, or demonstrated experience in workforce development, human services, education, financial empowerment, housing, or related fields. Across all positions, ULGM places a strong emphasis on cultural responsiveness, relationship-building, participant-centered service delivery, and a commitment to advancing economic mobility.

ULGM's workforce leadership team brings significant experience in employment and career development programming, employer engagement, and workforce system partnerships. Workforce Department Director Trista Whitehorse has served with ULGM for nine years, beginning her tenure as an Employment Specialist and advancing through progressive leadership roles to her current position directing the organization's workforce development initiatives. Prior to joining ULGM, Ms. Whitehorse served as a Probation and Parole Agent with the Wisconsin Department of Corrections, where she worked directly with individuals facing significant barriers to employment and successful community reintegration. She also previously managed subsidized housing programs, providing additional experience related to housing stability, economic self-sufficiency, and the interconnected challenges often faced by low-income families. This combination of workforce development, reentry services, housing experience, and human services expertise strengthens ULGM's ability to effectively serve participants facing complex barriers to employment and economic mobility.

Other members of the workforce development team bring expertise in career coaching, work-readiness instruction, employer engagement, supportive-services coordination, youth workforce development, and serving individuals facing barriers to employment. Workforce staff regularly participate in professional development opportunities focused on leadership development, workforce trends, diversity and inclusion, participant engagement, mental health awareness, resilience, and effective coaching practices. Recent trainings have included Mental Health First Aid Certification, the

Diversity & Inclusion in HR Management Certification through the HR Certification Institute, the Wisconsin Workforce Development Association's Talent Development Conference (TDCON), and multiple professional learning opportunities through the UW–Madison School of Education Summer Institute, including sessions on resilience, leadership development, bias in recruitment, human-centered workforce practices, and the evolving role of technology and artificial intelligence in education and workforce development.

ULGM is committed to continuous professional growth and organizational learning. New employees participate in onboarding activities designed to familiarize them with organizational values, service models, compliance requirements, safety procedures, and participant-centered practices. Staff are encouraged and supported in pursuing professional certifications, continuing education opportunities, conferences, webinars, and other training opportunities relevant to their areas of responsibility.

Another example of ULGM's commitment to professional learning and workforce excellence for both our employees and the greater Madison region is the annual Workforce Excellence Summit. The Summit brings together workforce professionals, educators, employers, policymakers, community leaders, and subject matter experts to explore emerging workforce trends, labor market demands, economic mobility strategies, employer needs, and promising practices for serving individuals facing barriers to employment. All ULGM staff are required to attend, creating opportunities for cross-organizational learning and strengthening staff understanding of issues directly related to workforce development, economic mobility, and community advancement.

As ULGM continues to strengthen its focus on economic mobility, the organization will also increase emphasis on cross-program collaboration and integrated service delivery. Staff will be trained to better understand how workforce development, financial empowerment, homebuyer education and counseling, entrepreneurship, and other service areas intersect. We will also be designating staff to participate in training provided by the Cities for Financial Empowerment (CFE) and designating at least one more staff member to earn HUD Counselor Certification. This approach will help staff identify opportunities for referrals, strengthen coordination across programs, and connect participants with a broader network of supports that promote employment success, financial stability, and long-term economic mobility.

Through these investments in staff qualifications, professional development, organizational learning, and continuous improvement, ULGM ensures that employees possess the knowledge, skills, cultural competence, and community connections necessary to deliver high-quality services and help participants achieve meaningful and sustainable outcomes.

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

Program name:

Program type: Choose an item.

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

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

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

- 7. Explain the rationale for partnering with the agency or agencies identified in this application.**
What unique strengths or resources does each organization contribute, and how do these assets complement one another in achieving the goals of the proposed program?
- 8. Describe how roles and responsibilities will be divided between your organization and the collaborating agency or agencies in the proposed program.** How will each partner contribute to program design, implementation, and evaluation?
- 9. Outline any anticipated challenges or barriers related to the partnership and describe how you plan to address them collaboratively.**
- 10. If applicable, describe any past collaborations your organization has had with agencies providing Employment Services.** What lessons or insights did you gain from those experiences and how will they inform you in your approach to the current partnership?



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

JOINT/MULTI-AGENCY APPLICANTS

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

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

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If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Madeline Bohrod – mbohrod@cityofmadison.com.

Part 2 - Program Narrative Form

Program Name:	Advance Employment Services	Total Amount Requested for this Program:	\$ 120,000
Legal Name of Organization:	Urban League of Greater Madison, Inc.	Total amount Requested for Lead/Single Applicant	\$ 120,000
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):		Total Amount Requested for Partner 1:	\$
		Total Amount Requested for Partner 2:	\$
		Total Amount Requested for Partner 3*:	\$
Program Contact: Lead Organization Contact	Ruben L. Anthony, Jr.	Email:	ulgm@ulgm.org
		Phone:	(608) 729-1208
Program Type: Select ONE Program Type for this form.			
☐ Youth Employment- Programs and Services ☐ Youth Employment- Wanda Fullmore Internship ☐ Young Adult Employment- Programs and Services ☒ Adult Employment- Programs and Services ☐ Southwest Madison Employment Center Operator			
PLEASE NOTE: Separate applications are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.			

1. PROGRAM OVERVIEW

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

Madison's economy continues to present a paradox for many residents. While employers in several sectors continue to report workforce shortages and hiring challenges, many job seekers—particularly people of color, low-income individuals, justice-involved individuals, and those with limited professional networks—continue to face significant barriers to obtaining and advancing in family-sustaining careers. Increasingly, unemployed and underemployed adults are not simply seeking a job; they are seeking opportunities that provide living wages, benefits, career advancement, stability, and pathways to long-term economic mobility.

Each year, more than 300 individuals visit the Urban League seeking employment coaching, training, placement assistance, or other help achieving their employment and economic mobility goals. Hundreds more engage with us through one-time activities such as job fairs, hiring events, Barriers to Employment legal clinics, child support clinics, featured employer information sessions, and other networking activities. Through these interactions, participants consistently identify a need for individualized career guidance, stronger connections to employers, access to industry-specific training, assistance overcoming employment barriers, and support navigating increasingly competitive hiring processes.

At the same time, employer demand for workforce development partnerships remains strong. Over the past year, ULGM has been approached by a growing number of employers seeking assistance recruiting, training, and retaining talent. Demand has been especially strong in construction and skilled trades, healthcare, education, transportation, and other sectors facing persistent workforce shortages. Many employers are also looking for assistance diversifying their workforce and building stronger talent pipelines from historically underrepresented communities. ULGM's dynamic and demand-driven workforce development model positions the

organization to respond quickly to emerging employer needs and develop new partnerships that create meaningful opportunities for participants.

While workforce demand remains strong in some industries, hiring activity has slowed in others, and employers are becoming increasingly selective. As a result, job seekers often require more than basic job search assistance to compete successfully. Participants increasingly need career coaching, industry-specific skills development, work-readiness training, networking opportunities, direct employer engagement, and advocacy from trusted workforce professionals who can help bridge the gap between job seekers and employers. These services are particularly important for individuals who face barriers such as limited work experience, prior justice system involvement, transportation challenges, housing instability, caregiving responsibilities, or limited professional networks. At the same time, the hiring process itself is changing rapidly. Job seekers must increasingly navigate online application systems, automated screening tools, virtual interviews, and emerging artificial intelligence technologies that are reshaping recruitment and hiring practices. ULGM helps participants adapt to these changes through technology-supported job search assistance, virtual interview preparation, guidance on the effective and responsible use of AI tools during the job search process, and direct opportunities to meet employers face-to-face through career academies, hiring events, employer information sessions, and networking opportunities.

Advance Employment Services was designed to address these challenges through a demand-driven workforce development model that combines individualized coaching, sector-based training, supportive service coordination, employer engagement, and long-term career advancement support. Over the past decade, ULGM has helped more than 2,200 unemployed and underemployed adults secure new or better employment opportunities, while learning firsthand that economic mobility requires more than simply helping someone find a job. Participants need access to career pathways, in-demand skills and industry-recognized credentials where appropriate, supportive services, professional networks, and opportunities for continued advancement. Building upon more than a decade of successful employment programming—including employer-driven career academies, apprenticeship readiness initiatives, and construction pathway programming originally developed through the Construction Employment Initiative—Advance Employment Services is designed to help participants obtain career pathway jobs, increase earnings, build financial stability, and create pathways toward long-term economic mobility for themselves and their families.

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

The overarching goal of Advance Employment Services is to help unemployed and underemployed adults obtain, retain, and advance in family-sustaining career pathway employment that leads to increased earnings, greater financial stability, and long-term economic mobility. Advance recognizes that sustainable economic success requires more than helping individuals secure employment; it requires helping participants understand available career opportunities, explore career pathways, develop in-demand skills, build professional networks, overcome employment barriers, and successfully navigate the steps required to achieve long-term career advancement and economic success.

The program aligns closely with the City of Madison's Employment and Career Development priorities by providing culturally responsive, participant-centered employment services that address barriers to employment while creating opportunities for upward mobility. Through individualized coaching, career exploration, foundational work-readiness training, industry-specific skills development, employer engagement, supportive service coordination, job placement assistance, and retention and advancement coaching, ULGM helps participants connect to high-demand career opportunities that offer family-sustaining wages, benefits, and opportunities for continued growth.

Consistent with the City's emphasis on advancing economic mobility and reducing disparities in employment outcomes, Advance focuses particularly on serving individuals who have historically faced barriers to employment and advancement, including people of color, low-income individuals, justice-involved individuals, and residents of Employment and Career Development Equity Priority Areas. Program success is measured not only by employment placement, but also by participants' progress toward higher wages, greater career stability, increased economic self-sufficiency, and long-term financial well-being.

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

Advance Employment Services is a comprehensive, demand-driven workforce development and economic mobility program that helps unemployed and underemployed adults identify career opportunities, overcome barriers to employment, develop in-demand skills, and connect to family-sustaining career pathway employment. The program will serve at least 250 adults annually from throughout the City of Madison, with a particular focus

on low-income individuals, people of color, justice-involved individuals, parents and caregivers, and others who have historically faced barriers to employment, career advancement, and economic mobility.

Advance combines individualized career coaching, career exploration, work-readiness development, employer engagement, job and industry-specific training, supportive service coordination, job placement assistance, and long-term retention and advancement support. Participants work with an Employment Specialist to develop an individualized employment plan and may participate in foundational work readiness programming, accelerated career academies, apprenticeship readiness activities, and other training opportunities aligned with employer demand. Current and recent career pathways have included construction and skilled trades, healthcare, transportation, finance and insurance, education, biotechnology, and other high-demand industries. A distinguishing feature of the program is that training and career pathway opportunities are co-developed with employers, who actively participate in curriculum design, career exploration activities, mock interviews, hiring events, workplace tours, and direct recruitment of program graduates.

Services are delivered primarily through ULGM's Center for Workforce & Economic Development on South Park Street and the Southwest Madison Employment Center, as well as through employer sites, community-based locations, and virtual platforms when appropriate. Participants also have access to a broad network of supportive services and community resources designed to address barriers related to transportation, housing, childcare, public benefits, legal issues, financial stability, and other factors that may impact employment success and long-term economic mobility.

The program's primary outcomes include increased employment, higher wages, career advancement, improved job retention, greater financial stability, and long-term economic mobility. During the upcoming program year, Advance will serve at least 250 adults, provide job skills training to at least 175 individuals, and place at least 125 participants into employment. At least 72% of placements are expected to pay \$18 or more per hour, with 40% paying \$22 or more per hour. Additionally, at least 76% of participants are expected to increase their wages by 20% or more, while more than 80% of participants served will be people of color and more than 90% will be low-income individuals.

2. POPULATION SERVED

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

Advance Employment Services serves unemployed and underemployed adults age 18 and older residing throughout the City of Madison, with a particular focus on individuals who have historically experienced barriers to employment, career advancement, and economic mobility. The program primarily serves low-income individuals and families, people of color, justice-involved individuals, parents and caregivers, individuals with limited professional networks, and residents of the City's Employment and Career Development Equity Priority Areas. Based on recent participation trends, more than 80% of participants are expected to be people of color and more than 90% are expected to be low-income. Approximately 15% are expected to identify as Hispanic or Latino. The program serves adults across the lifespan, with approximately 30% of participants between the ages of 18 and 29, 60% between the ages of 30 and 59, and 10% age 60 or older. Program participation is typically balanced between men and women, reflecting ULGM's commitment to serving a broad cross-section of Madison residents. Many participants face multiple barriers to employment, including limited work experience, transportation challenges, housing instability, prior justice system involvement, childcare needs, gaps in education or training, limited professional networks, and limited awareness of available career pathways and advancement opportunities.

Advance is designed to serve individuals at various stages of their employment journey. Some participants are unemployed and seeking immediate employment, while others are underemployed and seeking opportunities that offer better wages, more hours, better hours, health insurance and other benefits, job stability, or advancement opportunities. Increasingly, participants are seeking assistance understanding career pathways, industry expectations, emerging job search and job application technologies, educational requirements, apprenticeship opportunities, and the steps necessary to move into higher-quality employment that supports long-term economic mobility and family stability.

ULGM has continuously engaged program participants and community members in the development and refinement of Advance Employment Services. Feedback is gathered through participant assessments, individual coaching sessions,

program evaluations, alumni engagement activities, strategic planning processes, and regular conversations with current and former participants. This feedback has directly influenced program design by reinforcing the importance of individualized coaching, long-term retention support, flexible training schedules, employer engagement opportunities, barrier-removal strategies, and exposure to career pathway opportunities that participants may not have previously considered.

As part of ULGM's 2026 strategic planning process, participants were surveyed regarding their experiences with Urban League programs and services. Results demonstrated strong support for both the program model and staff approach. Nearly 87% of respondents agreed or strongly agreed that the knowledge they gained through Urban League programming was impactful, while more than 93% agreed or strongly agreed that Urban League staff were knowledgeable and professional. Similarly, nearly 87% agreed or strongly agreed that group-based programming met their expectations, and approximately 84% of participants who received one-on-one coaching reported that the coaching met their expectations. These findings reinforce the importance of combining individualized coaching, cohort-based learning, professional staff support, and direct connections to career opportunities as core elements of the Advance model.

Participant feedback has also shaped the types of career academies and training opportunities offered through the program. Participants consistently express interest in programs that provide direct access to employers, practical exposure to career opportunities, clear advancement pathways, and opportunities to connect classroom learning with real-world employment opportunities. As a result, ULGM has expanded employer engagement activities, strengthened apprenticeship readiness programming, incorporated successful components of the former Construction Employment Initiative into Advance, and continued to refine industry-specific career academies aligned with both participant interests and local labor market demand.

In addition to participant engagement, ULGM regularly gathers input from employer partners, workforce system partners, training providers, and community organizations to ensure services remain responsive to changing workforce needs. This ongoing feedback loop helps Advance remain both participant-centered and demand-driven, ensuring the program continues to create meaningful pathways to employment, career advancement, and long-term economic mobility for Madison residents.

- B. 2024 Participant Demographics: If your organization has offered similar or related programming in 2024, please provide available demographic data for participants served. This can include data collected through formal programs, pilot efforts, or community-based work—even if it was not funded by the City. If exact numbers are not available, please provide your best estimates and briefly note how the data was gathered (e.g., intake forms, surveys, observations). If you are a new applicant and do not yet have demographic data, please indicate that below.

The following demographic information reflects participants served through the Advance Employment Program during calendar year 2025. Demographic information is collected through participant intake and enrollment processes. The data demonstrates that ULGM's workforce programming is successfully reaching individuals who have historically experienced barriers to employment, career advancement, and economic mobility. More than 80% of participants served were people of color, more than 90% were low-income, and participation was nearly evenly divided between men and women. These demographics align closely with the priority populations identified in the City's Employment and Career Development framework and reflect ULGM's longstanding commitment to advancing equitable access to career opportunities and economic success.

Race	# of Participants	% of Total Participants
White/Caucasian	47	17%
Black/African American	180	64%
Asian	10	4%
American Indian/Alaskan Native	1	<1%
Native Hawaiian/Other Pacific Islander	0	0%
Multi-Racial	13	5%
Balance/Other	31	11%

Total:	282	
Ethnicity		
Hispanic or Latino	38	13%
Not Hispanic or Latino	244	87%
Total:	282	
Gender		
Man	135	48%
Woman	147	52%
Non-binary/GenderQueer		
Prefer Not to Say		
Total:	282	

Comments (optional):

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

Advance Employment Services primarily serves English-speaking participants; however, ULGM is committed to ensuring that language and cultural differences do not become barriers to accessing employment and career development services. Several staff members possess Spanish-language skills and are able to provide limited assistance to Spanish-speaking participants. While ULGM does not currently operate dedicated multilingual workforce development programming, staff work closely with referral partners that specialize in serving immigrant and refugee populations and providing services in multiple languages. When appropriate, staff assist participants with referrals and warm handoffs to organizations better positioned to meet extensive language access needs such as Centro Hispano of Dane County, Latino Academy of Workforce Development, Literacy Network, and others.

Cultural relevance is a longstanding strength of both ULGM and the National Urban League movement. For more than 55 years, the Urban League of Greater Madison has served as one of the region's leading advocates for racial equity, economic opportunity, and advancement within Madison's Black and low-income communities. We are an independent, locally operated affiliate of the National Urban League—one of the nation's oldest and most respected civil rights and economic empowerment organizations. ULGM's mission, programming, and community relationships have been shaped by decades of work addressing disparities in employment, education, housing, entrepreneurship, and wealth building. This history has helped establish ULGM as a trusted community institution and a recognized resource for individuals and families seeking pathways to economic mobility. That trust is reflected in participant referral data, which consistently shows that the most common way individuals learn about Urban League services is through friends, family members, former participants, and others connected to our programs.

ULGM also strives to ensure that its staff and leadership reflect the communities it serves. More than two-thirds of ULGM employees identify as Black or other persons of color, and the organization's Board of Directors is majority Black. Past organizational surveys have also found that more than half of staff were first-generation college graduates. These experiences bring valuable perspective to the design and delivery of services and help ensure that staff understand many of the challenges, opportunities, and systemic barriers that participants encounter. This lived experience, combined with professional expertise, strengthens ULGM's ability to build trust, establish meaningful relationships, and provide services that are responsive to participants' individual circumstances.

Cultural relevance is further supported through participant-centered coaching, ongoing community engagement, and continuous participant feedback. Staff work closely with participants to understand their goals, strengths, barriers, and lived experiences, ensuring that coaching, career planning, employer engagement activities, and supportive services are responsive to individual needs. Workforce staff also participate in ongoing professional development focused on cultural responsiveness, diversity and inclusion, trauma-informed practices, mental health awareness, participant engagement, and addressing barriers to employment.

Through this combination of trusted community relationships, representative leadership and staff, participant-centered service delivery, strategic partnerships, and ongoing professional development, ULGM works to ensure

that Advance Employment Services remains both accessible and culturally relevant to the diverse populations seeking employment, career advancement, and economic mobility opportunities throughout Madison.

D. Recruitment and Engagement Strategy:

i. Recruitment & Outreach:

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

Given ULGM's more than 55-year history of providing employment and economic empowerment services, word-of-mouth referrals from former participants, family members, and community members remain the single most important way individuals learn about Advance Employment Services. Intake and participant data consistently show that referrals from past participants and trusted community members are among the most common ways individuals become connected to Urban League workforce programs. This reflects ULGM's longstanding reputation as a trusted resource within Madison's Black and low-income communities and our extensive track record of helping adults achieve employment and economic mobility goals.

Advance also benefits from ULGM's broad organizational reach and extensive referral network. Each year, thousands of individuals and families engage with ULGM through workforce development, youth development, financial empowerment, homebuyer education and counseling, entrepreneurship and small business development, housing stability, fatherhood, and community engagement initiatives. Many participants initially access one Urban League service and are later connected to workforce programming through cross-program referrals.

Special outreach efforts will also target parents of low-income K-12 students through ULGM's network of 11 school-based staff working in partnership with Madison Metropolitan and Sun Prairie Area School District schools. ULGM staff regularly participate in parent engagement events, workshops, school activities, home visits, and other opportunities that help connect parents to employment and career advancement services.

The program also receives referrals from an extensive network of public-sector and community-based partners, including Dane County Human Services, the Dane County Job Center, FoodShare Employment & Training (FSET), Workforce Development Board of South Central Wisconsin, neighborhood centers, school counselors, community corrections agents, alternative education programs, housing organizations, community health providers, and numerous other human service agencies. These partnerships help ensure that individuals facing barriers to employment are connected to appropriate workforce development services and career opportunities.

ULGM supplements these referral pathways with robust direct outreach and communications strategies. The organization maintains an email distribution network of more than 12,000 subscribers, nearly 11,000 combined followers across Facebook and LinkedIn, and a workforce-focused Facebook Jobs Group with more than 2,000 members. Recruitment efforts are further expanded through ULGM's ownership of UMOJA Magazine, one of the region's longest-running publications focused on positive news in Madison's Black community. Through these communication channels and partner networks, ULGM regularly promotes training opportunities, career academies, Featured Employer Seminars, hiring events, and other employment-related services. Outreach activities also include community information sessions, participation in community events, neighborhood-based outreach, presentations to employers and industry partners, and ongoing digital and social media engagement.

ULGM's recruitment and outreach strategies are designed to meet people where they are—both geographically and through trusted community relationships. Program services are anchored at ULGM's South Madison campus (2222 & 2352 S. Park Street) and the Southwest Madison Employment Center (1233 McKenna Boulevard), two locations strategically situated within neighborhoods that have historically experienced significant disparities in employment and economic opportunity. These

locations provide convenient, transit-accessible entry points for many participants while offering a trusted and welcoming environment for workforce development services.

At the same time, Advance is designed as a citywide program serving residents throughout Madison. Through ULGM's extensive referral network, school-based partnerships, digital outreach platforms, community events, employer partnerships, and broad portfolio of programs and services, the organization consistently engages participants from neighborhoods across the entire city. This combination of strong neighborhood-based service locations and citywide outreach infrastructure allows ULGM to remain deeply rooted in the communities most impacted by employment disparities while ensuring that opportunities are accessible to residents wherever they live.

By combining trusted community relationships, extensive referral pathways, broad communication reach, accessible service locations, and citywide partnerships, Advance is able to consistently engage individuals who may not otherwise seek workforce services and connect them to opportunities for employment, career advancement, and long-term economic mobility.

ii. **Addressing Barriers to Participation:**

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

Advance Employment Services is designed around the understanding that employment barriers are often interconnected and extend far beyond a lack of job skills. Many participants face challenges related to transportation, childcare, housing instability, prior justice system involvement, limited work experience, financial insecurity, limited professional networks, technology access, and a lack of awareness about available career opportunities and pathways to advancement. These barriers can make it difficult not only to obtain employment, but also to successfully participate in workforce development programming.

To address these challenges, every participant is assigned to an Employment Specialist who helps identify barriers and develop an individualized strategy to support successful program participation and long-term employment outcomes. Participants receive individualized coaching and case management throughout their engagement with the program, allowing staff to regularly assess needs, adjust plans, and connect participants to appropriate resources as circumstances change. ULGM views participants as “Urban Leaguers for Life,” meaning individuals are encouraged to return whenever they need additional employment assistance, career advancement support, referrals, or other services. This participant-centered approach helps ensure that supports are tailored to each individual's goals, strengths, and circumstances.

Transportation and location barriers are addressed through programming at ULGM's Center for Workforce & Economic Development campus on South Park Street and the Southwest Madison Employment Center, both of which are located along public transit routes and within neighborhoods that are home to many of the program's priority populations. When needed, participants may also receive assistance accessing transportation resources, including bus passes and gas vouchers, through available supportive service funds and community partnerships.

Advance also works to address financial, housing, and family-related barriers through a broad network of internal and external support services. Participants may be connected to public benefits, housing resources, emergency rental assistance, childcare assistance, financial education, homebuyer education and counseling, driver's license recovery assistance, fatherhood support services, legal services, mental health resources, and other community-based supports. Through ULGM's partnership with Dane County Human Services, participants can access an on-site Economic Support Specialist who assists with programs such as FoodShare, Wisconsin Shares childcare assistance, BadgerCare, and other work-support programs. Participants also benefit from partnerships with organizations such as United Way of Dane County, YWCA Madison, Legal Action of Wisconsin, and numerous other community partners.

Advance also recognizes that many participants face less visible barriers related to confidence, professional networks, and navigating increasingly complex hiring processes. Many individuals have limited exposure to career pathways, apprenticeship opportunities, workplace expectations, professional networks, automated hiring systems, virtual interviews, and emerging technologies that are shaping today's labor market. The program addresses these barriers through individualized career coaching, career exploration activities, Featured Employer Seminars, mock interviews, networking opportunities, workplace tours, technology-assisted job search support, guidance on effectively navigating online application systems, and direct connections with employers. By combining coaching, skills development, and access to professional networks, Advance helps participants compete more effectively in today's labor market and make informed decisions about their long-term career goals.

Finally, ULGM's longstanding reputation and deep roots within Madison's Black and low-income communities help address barriers related to trust and engagement. Many participants come to the Urban League through referrals from family members, friends, former participants, community partners, and other trusted sources. This community trust, combined with culturally responsive staff and participant-centered service delivery, helps create an environment where participants feel welcomed, respected, and supported as they pursue employment, career advancement, and long-term economic mobility goals.

iii. **Enrollment & Engagement Approach:**

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

Advance utilizes a structured enrollment and engagement process designed to support participants from initial inquiry through long-term employment retention and career advancement. Prospective participants begin by attending either a group information session or an individual orientation meeting where they learn about available services, career pathways, employer partnerships, training opportunities, program expectations, and participant responsibilities. This process helps individuals determine whether Advance is a good fit for their goals while exposing them to career opportunities and pathways they may not have previously considered.

Following orientation, participants complete an intake and assessment process that evaluates employment history, work readiness, career interests, transferable skills, employment barriers, educational background, and long-term goals. Information gathered through this process is used to develop an Individualized Employment Plan that identifies immediate employment objectives, longer-term career aspirations, training needs, supportive service needs, and strategies for overcoming barriers to success. The planning process is collaborative and participant-driven, ensuring that services are tailored to each individual's unique circumstances and goals.

Each participant is assigned to an Employment Specialist who serves as the primary point of contact throughout program participation. Employment Specialists provide ongoing coaching, case management, accountability, and encouragement while helping participants navigate career decisions, training opportunities, job searches, workplace challenges, and advancement opportunities. Regular one-on-one meetings allow staff to monitor progress, make adjustments to employment plans, and respond to changing participant needs.

Advance combines individualized coaching with cohort-based learning opportunities designed to foster engagement, accountability, and peer support. Participants enrolled in foundational work readiness programming, career academies, apprenticeship readiness activities, and other training opportunities learn alongside their peers while building professional and personal support networks. These relationships frequently extend beyond program completion and often become valuable sources of encouragement, networking, and job leads.

Participant engagement is strengthened through frequent and consistent communication. Staff utilize in-person meetings, phone calls, text messaging, email communications, virtual meetings when appropriate, and employer follow-up activities to maintain engagement before, during, and after employment placement. The program's "Urban Leaguers for Life" philosophy reinforces that participants are not viewed as temporary clients, but as long-term members of the Urban League family who are welcome to return whenever they need additional support, career guidance, referrals, or advancement services.

Culturally responsive practices are embedded throughout the enrollment and engagement process. Staff strive to build trusting relationships, understand participants' lived experiences, recognize individual strengths and aspirations, and create an environment where participants feel welcomed, respected, and supported. Combined with long-term coaching, structured planning, peer support, and ongoing follow-up, this approach helps participants remain engaged and connected to the program while pursuing employment, career advancement, and long-term economic mobility goals.

3. PROGRAM LOCATION, DESCRIPTION, AND STRUCTURE

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

Advance Employment Services is a comprehensive, demand-driven workforce development and economic mobility program designed to help unemployed and underemployed adults identify career opportunities, overcome barriers to employment, develop in-demand skills, and obtain, retain, and advance in family-sustaining career pathway employment. The program combines individualized coaching, employer engagement, career exploration, occupational skills development, supportive services, and long-term retention support to help participants achieve lasting economic success.

ASSESSMENT & ENROLLMENT: The program begins with a structured assessment, enrollment, and career planning process. Prospective participants attend either a group information session or a one-on-one orientation designed to introduce available services, career pathways, industry expectations, employment outlooks, apprenticeship opportunities, training requirements, and advancement potential in various industries. Many participants enter the program without a clear understanding of available career options, educational pathways, apprenticeship opportunities, or advancement potential within different industries. This process helps participants explore opportunities and make informed decisions about their employment and career goals. Staff then conduct a comprehensive assessment that includes work readiness evaluation, employment history, career interests, household circumstances, strengths, and barriers to employment. Using this information, participants work with an Employment Specialist to develop an Individualized Employment Plan that identifies both short- and long-term employment goals and outlines the steps necessary to achieve them.

INDIVIDUALIZED COACHING & CASE MANAGEMENT: Each participant is assigned to an Employment Specialist who provides individualized coaching and case management throughout participation in the program. Coaching focuses on career exploration, goal setting, barrier reduction, job search strategies, interview preparation, workplace success, and long-term career advancement. Participants receive ongoing support before, during, and after training, with continued retention and advancement coaching following employment placement. This long-term relationship allows staff to help participants address workplace challenges, access additional opportunities, pursue promotions, increase earnings, and continue progressing along their chosen career pathway. Participants typically receive 4-6 hours of one-on-one assessment, counseling, and coaching prior to and during training, followed by at least one hour per week of individualized coaching until employment is secured. Once employed, participants continue receiving retention and advancement coaching, including follow-up with both the employer and employee at 7, 15, 30, 60, and 90 days after placement and monthly thereafter for a minimum of 12 months.

FOUNDATIONAL WORK READINESS: Advance also offers a Foundations Work Readiness Boot Camp for individuals seeking more generalized employment support or those who need additional preparation before entering one of the program's career academies. This modularized program provides up to 100 hours of instruction over five weeks, depending on participant needs. Topics include computer skills, workplace communication, job search strategies, financial management, career planning, and professional expectations.

ACCELERATED CAREER ACADEMIES: A distinguishing feature of Advance is its use of accelerated career academies that are co-designed with employers and adapted in real time to respond to changing workforce needs. Current and recent academies and career pathways have included construction and skilled trades, healthcare administration, medical scheduling, introductory pharmacy technician training, molecular diagnostics, finance and insurance, Certified Nursing Assistant (CNA), Commercial Driver's License (CDL), K-12 paraeducator pathways, and educator workforce development programs. Additional training opportunities are added or modified based on participant interest, employer demand, and labor market trends. Academies generally range from four to eight weeks and combine career awareness, industry-specific skills development, workplace readiness, employer engagement, and direct connections to hiring employers. Training cohorts typically range from 80 to 224 hours, and ULGM anticipates operating at least eight career academies annually.

EMPLOYER ENGAGEMENT: Employer engagement is embedded throughout the program rather than occurring only at placement. Employer partners help shape curriculum, participate in training activities, provide industry insight, conduct mock interviews, host workplace tours, and frequently provide direct access to hiring opportunities—often guaranteeing interviews to qualified ULGM participants. Many participants establish relationships with employers long before they begin actively seeking employment, helping them better understand workplace expectations and strengthening their competitiveness in the hiring process. Employer engagement strategies also include Featured Employer Seminars, job fairs, workplace visits, career awareness activities, and, in some cases, onsite application and interview screening. ULGM's annual Workforce Excellence Summit further strengthens employer relationships while providing opportunities to share best practices and emerging workforce development strategies.

APPRENTICESHIP READINESS: Advance incorporates successful elements of apprenticeship readiness and construction pathway programming originally developed through the Construction Employment Initiative. Participants interested in skilled trades careers receive assistance understanding apprenticeship opportunities, application requirements, entrance examinations, and long-term career progression within the construction industry. This pathway-focused approach helps participants make informed decisions about training and

employment opportunities and understand not only how to obtain a job, but how to build a sustainable career. Services also include individualized tutoring in math, literacy, test-taking strategies, to help participants prepare for the various apprenticeship entrance exams.

COORDINATION & RESOURCE LINKAGE: Recognizing that employment success is often influenced by factors beyond job skills alone, Advance provides supportive service coordination and resource navigation throughout participation. Staff help participants access transportation assistance, public benefits, housing resources, childcare supports, legal services, driver's license recovery assistance, fatherhood services, mental health resources, and other community-based supports. Through ULGM's partnership with Dane County Human Services, participants can access an on-site Economic Support Specialist who assists with FoodShare, Wisconsin Shares Child Care Assistance, BadgerCare, and other work-support programs. Through partnerships with United Way of Dane County and YWCA Madison, participants may also access housing navigation services, emergency rental assistance, security deposit assistance, and driver's license recovery services. As a member of the Dane County FoodShare Employment & Training Consortium, ULGM also helps participants meet FoodShare work requirements while accessing additional employment and training supports. Through partnerships with Legal Action of Wisconsin and others, Advance participants may also access expungement clinics and legal assistance related to arrest records, expungements, and pardons.

FATHERHOOD SUPPORT & DEVELOPMENT PROGRAMMING: Participants in Advance also have access to ULGM's Fatherhood Program, which complements employment services through parenting education, peer support, fatherhood development activities, and legal assistance navigating the child support system. These services help strengthen family stability while supporting participants' employment and economic mobility goals.

Advance Employment Services is built on the belief that economic mobility requires more than employment placement alone. Through individualized coaching, employer-driven training, supportive service coordination, career pathway navigation, and long-term retention and advancement support, the program helps participants build the knowledge, skills, professional networks, and opportunities necessary to achieve lasting economic success. By helping residents obtain, retain, and advance in family-sustaining careers, Advance supports greater economic mobility, financial stability, and improved quality of life for participants, their families, and the broader Madison community.

- B. **Employment and Career Development Equity Areas:** Describe your agency's ability to serve one or more of the equity areas highlighted in [Appendix A: Employment and Career Development Equity Area Map](#). Your agency does NOT need to be located within an equity priority area however you should address and how you will serve individuals in the areas. Please include the general location (use a nearby landmark like a school, streets, neighborhood name, etc.). How will residents in these areas access transportation if needed?

Advance Employment Services is specifically designed to serve many of the populations that the City identified in its Employment and Career Development Equity Areas, including low-income individuals, people of color, justice-involved individuals, and residents facing barriers to employment and economic mobility. Recent participant demographic data demonstrates that the program is successfully reaching these priority populations, with more than 80% of participants identifying as people of color and more than 90% meeting low-income eligibility guidelines. These demographics closely mirror the populations prioritized within the City's Employment and Career Development Equity Areas. More than 40% of participants on average are the parents of school age children and nearly one-third have had prior criminal justice system involvement. These demographics closely align with the characteristics used by the City to define Equity Priority Areas and reflect ULGM's longstanding commitment to serving communities that have historically experienced disparities in employment, educational attainment, income, and economic opportunity.

ULGM's primary workforce development facilities are strategically located to maximize accessibility for residents living within many of the City's identified Equity Priority Areas. Advance services are delivered primarily through ULGM's Center for Workforce & Economic Development located at 2222 South Park Street and the Southwest Madison Employment Center located at 1233 McKenna Boulevard. The South Park Street location is situated in the heart of the Park Street corridor, one of Madison's most diverse communities and a longstanding focal point for workforce development, neighborhood revitalization, and economic opportunity efforts. The Southwest Madison Employment Center was intentionally established to improve access to workforce services for residents on Madison's southwest side and to reduce the need for individuals to travel across the city to access employment resources and support at the One-Stop Job Center.

While these facilities serve as important community anchors, Advance is designed and operated as a citywide program. Through ULGM's extensive referral network, school-based partnerships, community outreach activities, employer relationships, digital communications platforms, and broad portfolio of workforce, youth development, financial empowerment, entrepreneurship, and housing-related programs, ULGM consistently engages

participants from neighborhoods throughout Madison. This combination of neighborhood-based service locations and citywide outreach infrastructure allows ULGM to remain deeply rooted in communities most impacted by employment disparities while ensuring opportunities remain accessible to residents regardless of where they live.

Transportation accessibility is a critical component of program design. Both primary service locations are located on major Madison Metro transit routes and are readily accessible by public transportation. Participants may also receive assistance accessing transportation resources, including bus passes, gas vouchers, and other supportive services when available. Additionally, many supportive services are delivered through community partners located throughout Madison, helping participants access resources close to home whenever possible.

By combining strategically located service sites, strong neighborhood partnerships, citywide outreach efforts, transportation assistance, and individualized supportive services, Advance is well positioned to effectively serve residents living within the City's Employment and Career Development Equity Areas while connecting them to pathways for employment, career advancement, financial stability, and long-term economic mobility.

- C. Program/Service Schedule and Location: Please fill out the charts below to describe the schedule for your proposed program or service, including days and hours that services, classes, workshops, or other activities will be operating (if your staff operates during varied hours, please give your best overview of when your staff are interacting with clients).
- i. If your program operates at **multiple locations** with the **same schedule**, please list all locations TOGETHER in **TABLE 1** and include the schedule of operation
 - ii. If your program operates at **multiple locations** with **different schedules**, use **TABLE 2** in addition to table 1 to detail each location's unique schedule
 - iii. If you are submitting a JOINT/MULTI-AGENCY application:
 - a) Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)
 - b) Use **TABLE 2**, in addition to table 1, if the service is operating at **multiple locations** with **different hours**

Table 1:

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

Sunday	Choose an item.	Choose an item.

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

Table 2: (Optional/if needed)

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

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

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

ULGM offices are open and Advance Employment Program staff are available to serve participants every Monday through Friday from 9:00 a.m. to 5:00 p.m., excluding holidays and unusual circumstances such as severe weather events. During these hours, participants may access scheduled appointments, individualized coaching, group orientations, or drop-in for job search assistance, supportive service coordination, and other workforce development services.

Recognizing that many participants balance work, family responsibilities, transportation challenges, and other competing demands, Employment Specialists do make themselves available to clients when possible for individualized support outside of traditional business hours if needed. Staff frequently communicate with participants through phone, text, email, and virtual platforms and make themselves available during evening and occasional weekend hours to support participant engagement, job retention, and career advancement goals.

Advance also offers select evening programming, including job fairs, Featured Employer Seminars, and other workforce development activities when participant demand and employer availability warrant. In addition, ULGM often conducts community outreach, engagement activities, and partnership events during evening hours throughout the year, creating multiple opportunities for residents to learn about and access workforce development services. This flexible, participant-centered approach helps ensure that services remain accessible to both unemployed individuals seeking immediate assistance and employed adults pursuing career advancement opportunities.

4. ENGAGEMENT COORDINATION AND COLLABORATION

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

Participant and family engagement are core components of ULGM's service delivery model and have played an important role in shaping the design and evolution of Advance Employment Services. The program has been informed through thousands of participant interactions, individualized coaching sessions, program evaluations, alumni engagement activities, participant surveys, and ongoing community outreach. More recently, participant feedback collected as part of ULGM's strategic planning process reinforced the importance of individualized coaching, career pathway exploration, employer engagement, supportive services, and long-term participant relationships as key factors contributing to successful outcomes.

ULGM utilizes multiple methods to gather participant feedback and ensure that services remain responsive to participant needs. At the conclusion of each career academy, participants complete satisfaction surveys evaluating program content, instructors, coaching support, and overall program effectiveness. In addition, ULGM administers participant satisfaction surveys related to coaching and case management services and regularly gathers informal feedback through one-on-one coaching interactions. Feedback is compiled, reviewed, and analyzed by program staff and organizational leadership and is used to identify opportunities for continuous improvement. Recent participant survey results demonstrated strong satisfaction with both the knowledge gained through Urban League programs and the professionalism and effectiveness of ULGM staff and coaching services.

Families are also engaged throughout the program implementation process. Many participants enter Advance seeking greater economic stability not only for themselves, but for their households and children. Employment Specialists work with participants to identify family-related barriers to employment and connect them to resources related to childcare, housing stability, transportation, public benefits, financial education, homebuyer education and counseling, fatherhood services, and other supports that contribute to family well-being and long-term economic mobility.

Consistent with ULGM's philosophy that participants are "Urban Leaguers for Life," engagement does not end when a participant secures employment or completes training. Participants are encouraged to remain connected through alumni activities, networking events, community engagement opportunities, volunteer activities, social media networks, and major community events such as the Unity Picnic, Martin Luther King Jr. Day activities, financial empower classes, and other Urban League-sponsored programs. Former participants frequently refer friends and family members to the program and continue providing valuable feedback that helps shape future services and program improvements.

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

Community engagement has been central to the development and ongoing evolution of Advance Employment Services. ULGM's workforce programming has been shaped by more than five decades of direct service, community engagement, participant feedback, employer partnerships, and collaboration with neighborhood organizations, educational institutions, public agencies, workforce system partners, and community leaders. Program design reflects ongoing input received through community meetings, strategic planning activities, participant assessments, referral partners, employer engagement efforts, and day-to-day interactions with the residents and families served through Urban League programs.

ULGM's Center for Workforce & Economic Development on South Park Street and the Southwest Madison Employment Center serve as important community gathering spaces where residents, employers, service providers, and public agencies regularly interact. These facilities host job fairs, Featured Employer Seminars, workforce development workshops, expungement clinics, community meetings, and other engagement activities that create ongoing opportunities for community feedback and collaboration.

Employers and other community stakeholders play an active role in both program implementation and evaluation. Each of ULGM's career academies is supported by an employer advisory council comprised of business

leaders and industry representatives. These councils help guide program design, advise on curriculum development, identify emerging workforce needs, provide instructors and guest speakers, assist with candidate screening and mock interviews, host workplace tours and job shadowing experiences, and support participant recruitment and hiring. Following each academy, employer partners review participant outcomes, satisfaction survey results, and overall program performance and provide recommendations for future improvements.

ULGM also maintains strong partnerships with organizations including Dane County Human Services, the Workforce Development Board of South Central Wisconsin, Legal Action of Wisconsin, United Way of Dane County, apprenticeship sponsors, neighborhood centers, and numerous employers and community-based organizations. These partners provide referrals, supportive services, labor market insight, and ongoing feedback regarding community needs and service gaps.

This continuous feedback loop among participants, families, employers, community partners, and neighborhood stakeholders helps ensure that Advance remains both participant-centered and demand-driven. By incorporating community input into program design, implementation, and evaluation, ULGM is able to continuously adapt services to changing community needs, labor market conditions, and opportunities for advancing economic mobility throughout Madison.

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

Note:

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

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
Dane County Executive (including Dane County Human Services, Dane County Highway Department, Dane County Civil Rights Department, Dane FSET Consortium, Dane County Child Support Agency)	ULGM participation in the FSET consortium. Fatherhood and child support system programming support. Co-located ESS worker. Expungement Clinic support. Highway Dept. CDL program.	Dane County Executive Melissa Agard	Letter of Support and Partnership
City of Madison Human Resources Dept.	Collaborates with ULGM to recruit, prepare, and connect qualified candidates to City employment opportunities and career pathways.	Emaan Abdel-Halim	MOU
United Way of Dane County	Workforce system convener; provides support for workforce and economic mobility initiatives, funds supportive service providers utilized by participants, and leverages 211 referrals to connect residents to ULGM services.	Renee Moe	Letter of Support and Partnership

Latino Academy of Workforce Development	Workforce development partner providing participant cross referrals, coordinated career pathways, and joint programming. Collaborates on CDL and skilled trades initiatives, including the Dane County Highway. Collaboration on funding opportunities. Sharing best practices.	Nydia Martinez	Letter of Support and Partnership
Operation Fresh Start	Provides hands-on construction skills training through a fee-for-service arrangement. Collaborates on referrals, outreach, employer engagement, sharing best practices, and other workforce system collaboration.	Brian McMahon	Letter of Support and Partnership

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

Additional workforce, education, employer, apprenticeship, labor, and community partners include the Workforce Development Board of South Central Wisconsin, Madison College, Associated Builders & Contractors of Wisconsin, Wisconsin Laborers' Training Center, Wisconsin Motor Carriers Association, International Union of Painters and Allied Trades District Council 7, Madison Gas & Electric, Walbec Group, Dane County Highway Department, City of Fitchburg, Wisconsin Literacy, Hispanic Federation, Greater Madison Chamber of Commerce, Ascendium Education Group, UW-Madison Center for Community and Nonprofit Studies, and numerous employer partners across multiple industries. These organizations support workforce development through participant referrals, industry expertise, apprenticeship pathways, credential attainment, curriculum input, work-based learning opportunities, hiring, supportive services, employer engagement, and workforce system coordination. Several of these partnerships are supported through formal agreements, including ULGM's Certified Pre-Apprenticeship partnership with Associated Builders & Contractors of Wisconsin, while others are maintained through letters of commitment, referral relationships, and ongoing collaborative activities.

This network is further complemented by ULGM's annual engagement with more than 50 employers that help shape workforce programming and create direct employment pathways for participants. These relationships ensure that workforce services remain employer-informed, industry-responsive, and connected to real hiring opportunities throughout Dane County.

How do these partnerships enhance this proposal?

The Urban League of Greater Madison's Advance Employment Services program is strengthened by an extensive network of workforce, employer, government, education, training, and community partners that expand both the scope and effectiveness of program services. Through these partnerships, ULGM serves not only as a direct service provider, but also as a workforce intermediary that connects job seekers to training opportunities, supportive services, industry-recognized credentials, work-based learning experiences, and employment opportunities across Dane County. Partnerships with organizations such as Dane County, United Way of Dane County, Latino Academy of Workforce Development, and Operation Fresh Start help ensure participants can access coordinated services that address both employment goals and barriers to success.

A significant strength of the program is ULGM's extensive network of employer partnerships. Each year, ULGM works with more than 50 employers across healthcare, education, construction, manufacturing, transportation, public service, and other high-demand industries. Employer partners play an active role in workforce

development through hiring events, job fairs, workplace tours, industry presentations, mock interviews, curriculum input, sector-focused training initiatives, internships, and direct hiring opportunities. Key employer partners include UW Health, SSM Health, UnityPoint Health-Meriter, the City of Madison, Madison Metropolitan School District, Sun Prairie Area School District, Verona Area School District, UW-Madison, Exact Sciences, J.H. Findorff & Son, Tri-North Builders, and many others. These relationships help ensure that workforce services remain aligned with employer demand and provide participants with direct pathways to employment.

The program is further enhanced by specialized workforce partnerships that expand training capacity and create career pathways into high-demand occupations. Operation Fresh Start provides hands-on construction skills training as part of ULGM's Foundations for the Trades program. Latino Academy of Workforce Development collaborates with ULGM on participant referrals, workforce training initiatives, and the successful CDL and heavy equipment training partnership with Dane County Highway. Through that partnership, participants are connected to paid internship opportunities that can lead to permanent employment. Dane County also partners with ULGM through the FoodShare Employment & Training Consortium, co-location of an Economic Support Services worker at the Southwest Madison Employment Center, support for expungement clinics, and other initiatives that help reduce barriers to employment.

United Way of Dane County strengthens the proposal by serving as a key workforce system convener, supporting a network of community-based organizations that provide housing assistance, financial stability services, and other supports that many workforce participants rely upon. United Way also leverages its 211 referral system to connect residents throughout Dane County with workforce development resources, including ULGM services.

Beyond these direct program partners, ULGM has demonstrated its ability to convene and collaborate across the broader workforce ecosystem. The extensive network of letters of commitment assembled through the recent BlackRock Future Builders initiative includes employers, apprenticeship sponsors, labor organizations, educational institutions, workforce agencies, local governments, and industry associations. Partners such as Madison College, the Workforce Development Board of South Central Wisconsin, Associated Builders & Contractors of Wisconsin, Wisconsin Laborers' Training Center, Wisconsin Motor Carriers Association, Madison Gas & Electric, Walbec Group, Dane County Highway, Hispanic Federation, and others reflect the depth and breadth of relationships that support ULGM's workforce development efforts. Collectively, these partnerships create a stronger, more coordinated workforce system that expands opportunity for job seekers while helping employers meet critical workforce needs.

What are the decision-making agreements with each partner?

The Urban League of Greater Madison serves as the lead agency responsible for program administration, participant enrollment, case management, performance monitoring, fiscal oversight, reporting, and achievement of program outcomes. Partner organizations retain responsibility for services delivered within their respective areas of expertise while collaborating with ULGM to ensure coordinated service delivery and positive participant outcomes.

Decision-making and coordination occur through a combination of formal agreements, memoranda of understanding, service contracts, referral partnerships, and ongoing communication among partner organizations. Formal agreements define partner roles, responsibilities, deliverables, and expectations, while regular meetings and staff communication support participant referrals, problem-solving, resource coordination, and continuous improvement.

Certain partnerships include more structured agreements. For example, ULGM maintains a Memorandum of Understanding with the City of Madison related to recruitment and employment pathways into municipal positions. ULGM also maintains formal partnerships with apprenticeship and industry organizations, including Associated Builders & Contractors of Wisconsin, to strengthen connections between training participants and registered apprenticeship opportunities. Fee-for-service agreements, such as ULGM's partnership with Operation Fresh Start for construction skills training, include clearly defined program responsibilities, service expectations, and financial arrangements.

Other partnerships operate through established referral and coordination processes. Dane County, United Way of Dane County, Latino Academy of Workforce Development, educational institutions, employers, and community-based organizations collaborate with ULGM through ongoing communication, shared workforce development goals, and coordinated service delivery. These partners maintain independent organizational governance while working collaboratively to expand employment opportunities, reduce barriers to participation, and improve outcomes for job seekers. This approach allows for flexibility, accountability, and responsiveness while ensuring participants have access to a broad network of services and opportunities.

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

The Urban League recognizes that employment success and long-term economic mobility depend upon more than workforce training alone. Many participants face interconnected challenges related to transportation, housing stability, childcare, public benefits, financial insecurity, legal issues, mental health, and family responsibilities. As a result, resource linkage and service coordination are core components of the Advance model rather than stand-alone activities.

Participants work closely with an Employment Specialist who helps identify barriers, assess resource needs, and coordinate access to supports throughout program participation. Resource needs are discussed during intake and assessment and revisited regularly through ongoing coaching and case management. This individualized approach helps ensure participants receive the appropriate supports at the appropriate time and prevents barriers from disrupting progress toward employment and career advancement goals.

ULGM leverages a broad network of internal programs and external community partnerships to connect participants to resources. Available supports may include transportation assistance, housing navigation services, emergency rental assistance, microloans, childcare supports, public benefits enrollment assistance, driver's license recovery services, legal assistance, fatherhood programming, financial education, homebuyer education and counseling, entrepreneurship services, mental health resources, and other community-based supports. Participants may also access ULGM's fatherhood support and development programming, financial empowerment services, homeownership counseling programs, Black Business Hub resources, and other ULGM initiatives that support economic mobility.

A particular strength of the program is ULGM's ability to coordinate workforce services with other systems of support. Through partnerships with Dane County Human Services, participants have access to an on-site Economic Support Specialist at the Southwest Madison Employment Center who assists individuals in accessing programs such as FoodShare, Wisconsin Shares Child Care Assistance, BadgerCare, and other work-support benefits. Through partnerships with United Way of Dane County, YWCA Madison, Legal Action of Wisconsin, and other organizations, participants may also access housing assistance, legal services, expungement clinics, driver's license recovery support, and other resources that help remove barriers to employment and advancement.

Coordination does not end when a participant secures employment. Employment Specialists continue working with participants after placement to help address emerging challenges, connect individuals with additional resources, support career advancement opportunities, and assist participants in navigating changes in income, benefits, childcare, transportation, or housing. This integrated approach helps participants not only obtain employment but also build the stability and support systems necessary to retain employment, increase earnings, and achieve long-term mobility.

5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

- A. Program Outputs – Please tell us how you are measuring your output data such as: unduplicated participants, program hours, program completion etc. Please see Guidelines for more examples.

Advance Employment Services tracks program outputs through a combination of participant intake forms, enrollment records, attendance logs, training completion records, case management documentation, referral tracking systems, employer engagement records, and employment verification documentation. Participant information is entered into ULGM's case management (Salesforce) and other reporting systems and reviewed regularly by program staff and leadership to ensure data accuracy, timeliness, and completeness.

Key outputs tracked by the program include the number of unduplicated participants served, demographics of those served, hours of workforce development services delivered, number of participants enrolled in and completing career academies and other training activities, number of participants receiving individualized coaching and case management, number of workforce development events conducted, and employment placements achieved, employment placements achieved, pre- and post-placement wages, benefits, and other job quality indicators. Additional data is collected related to participant demographics, supportive services received, training participation, and engagement in other workforce development activities.

In addition to tracking service delivery outputs, ULGM collects participant feedback and program quality data through participant satisfaction surveys administered at key points throughout the program. Beginning in 2027, ULGM will utilize SurveyMonkey to standardize participant feedback collection across workforce development programs, including Advance Employment Services. Surveys will be used to gather information related to participant satisfaction, perceived gains in knowledge and skills, coaching effectiveness, program accessibility, employer engagement activities, and overall program quality. Survey results will be reviewed by program staff and leadership and incorporated into ongoing program improvement efforts.

Program staff review output data regularly to monitor participant engagement, service delivery levels, program performance, and progress toward established goals. Data is also used to identify service gaps, improve participant retention, strengthen partner engagement, and support continuous quality improvement. ULGM will participate in all performance management and reporting activities as required by the City of Madison.

B. Program Outcomes

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

The proposed outcome objectives are based on historical performance data from Advance Employment Services and related Urban League workforce development programs, participant outcome data, labor market trends, employer feedback, and ULGM's commitment to advancing long-term economic mobility. Over the past decade, ULGM has helped more than 2,200 unemployed and underemployed adults secure new or better employment opportunities, providing extensive experience and performance data related to career development, employment placement, and wage advancement. The selected outcomes reflect the reality that participants enter the program at different stages of career readiness. While some participants are prepared to pursue immediate employment opportunities, others require career exploration, work-readiness development, training, apprenticeship preparation, or supportive services before achieving employment goals. As a result, the proposed outcomes measure progress across the workforce development continuum, including achievement of career development milestones, employment placement, and wage growth.

Data sources used to establish the proposed outcomes include participant intake assessments, individualized employment plans, training completion records, credential attainment records, apprenticeship enrollment records, employment verification forms, wage documentation, participant follow-up data, employer feedback, and historical program performance. These outcome measures align closely with the City of Madison's Employment and Career Development priorities by focusing not only on employment placement but also on career advancement, increased earnings, and long-term economic mobility.

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

Outcome EXAMPLE Objective: 75% of program participants obtained an industry recognized certificate by end of program.				
Performance Standard	Targeted Percent	75%	Targeted Number	90 of 120 clients

	Actual Percent	78%	Actual Number	94 out of 120 clients
Measurement Tool(s) and Comments: Client exit survey				
Methodology: The primary measurement tool was an exit survey that used open-ended and multiple-choice prompts to allow participants to elaborate on their experiences. Surveys were distributed to all program participants at time of exit from services/at the point of program completion, surveys are voluntary and anonymous.				
Outcome Objective #1: Participants will demonstrate increased work readiness and career-navigation skills by achieving one or more career development objectives, including completion of training, completion of a career academy, attainment of a credential, enrollment in postsecondary education or apprenticeship programming, employment placement, wage advancement, or achievement of an individualized employment plan goal.				
Performance Standard	Targeted Percent	80%	Targeted Number	200
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Participant intake and assessment forms, individualized employment plans, attendance records, training completion records, credential documentation, apprenticeship enrollment records, case management notes, employment verification forms, and participant follow-up documentation maintained within ULGM's case management system.				
Methodology: Each participant works with an Employment Specialist to develop an individualized employment plan that identifies short- and long-term career development objectives. Progress toward these objectives is documented through case notes, training records, employment records, and participant self-reporting. Participants will be counted as achieving this outcome upon successful completion of one or more documented career development milestones during the program year.				

Outcome Objective #2: Participants who are actively seeking employment will obtain a new or better job, apprenticeship, or other paid work experience.

Performance Standard	Targeted Percent	80%	Targeted Number	125
	Actual Percent		Actual Number	

Measurement Tool(s) and Comments: Employment verification forms, employer verification, participant self-report, offer letters, pay stubs, apprenticeship enrollment documentation, and case management records. ULGM also tracks wage rates and job quality indicators associated with employment outcomes. Based on recent program outcomes, we project an average placement wage of at least \$21.29 per hour, with at least 72% of participants securing positions paying \$18 per hour or more and at least 40% securing positions paying \$22 per hour or more.

Methodology: Participants will be considered successful upon obtaining new employment, entering an apprenticeship, securing paid work experience, or otherwise achieving a documented employment outcome. Employment Specialists verify placements through employer communication, participant documentation, wage verification, apprenticeship enrollment records, or other supporting evidence. Outcome data is regularly reviewed to monitor employment placement trends, wage outcomes, and alignment with employer demand.

Not all Advance participants are actively seeking new employment. Some participants engage primarily in training, career exploration, skill development, or retention and advancement services related to existing employment. Based on recent program participation trends, ULGM anticipates that approximately 160 participants will actively seek new or better employment during the program year. The proposed target of 125 employment outcomes therefore represents approximately 80% of active job seekers.

Outcome Objective #3: Participants who secure new or better employment will increase their earnings by 20% or more compared to their baseline wages.

Performance Standard	Targeted Percent	70%	Targeted Number	80
	Actual Percent		Actual Number	

Measurement Tool(s) and Comments: Participant intake records, wage documentation, pay stubs, employment verification forms, participant self-report, case management records, and follow-up coaching documentation. Wage progression is used as a key indicator of economic mobility and career advancement.

Methodology: Employment Specialists document participant wages at intake and compare them to wages earned following program participation and employment placement. Wage increases are calculated using verified wage information whenever available, supplemented by participant self-report and case management documentation. Participants achieving at least a 20% increase in hourly wages or equivalent earnings compared to baseline wages will be counted toward this outcome. This measure reflects the program's emphasis on helping participants secure not only employment, but higher-quality employment that contributes to long-term economic mobility and financial stability.

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

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

Advance Employment Services utilizes a combination of case management systems (Salesforce), financial management systems, participant surveys, and reporting tools including spreadsheets to collect and manage information related to participant demographics, service delivery, outcomes, and program expenses. Participant-level information, including demographic characteristics, enrollment data, assessments, individualized employment plans, coaching activities, training participation, supportive services, referrals, employment outcomes, and wage information, is maintained through ULGM's workforce development case management (Salesforce) and various spreadsheet and other required reporting systems. Program staff

document participant engagement and progress throughout the duration of services and during follow-up activities.

Program outputs and outcomes are tracked through participant intake forms, attendance records, training completion reports, credential documentation, employment verification forms, wage records, case notes, and other participant follow-up documentation. Data is reviewed regularly by program staff and leadership to monitor participant progress, assess program performance, evaluate outcome achievement, and identify opportunities for continuous improvement.

ULGM is also expanding its use of SurveyMonkey across its workforce development programs to systematically collect participant feedback and satisfaction data. Surveys will be administered at key points throughout the participant experience and will be used to assess participant satisfaction, coaching effectiveness, program accessibility, perceived gains in knowledge and skills, employer engagement activities, and overall program quality. Survey results will be analyzed alongside program performance data to inform program improvements and strengthen service delivery.

Program expenses, budgets, and grant expenditures are tracked through ULGM's financial management systems (Sage Intacct) and are monitored by program leadership, finance staff, and the board of directors to ensure compliance with grant requirements and organizational policies. Together, these systems provide ULGM with the information necessary to effectively manage program quality, document outcomes, support reporting requirements, and evaluate the program's contribution to employment, career advancement, and long-term economic mobility.

6. PROGRAM STAFFING AND RESOURCES:

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

Position Title	FTE	Required Certifications and Training	Location(s)
Director, Workforce Operations (.45 FTE)		B.A. or B.S. required. 5+ years related program management experience. Demonstrated cultural competency. Comittment to ongoing professional development.	Based at 2222 S. Park Street
Specialists, Employment (3.60 FTE)		Degree or at least 3 years of related experience. Demonstrated cultural competency. Motivational interviewing, trauma-informed care, case management or related experience. Comittment to ongoing professional development.	Based at 2222 S. Park Street

Specialist, Outreach and Recruitment (.40 FTE)		Bachelor's degree or 3+ years workforce outreach, recruitment, or community engagement experience. Training in cultural competency, trauma-informed practices, partnership development, outreach and recruitment strategies. Communication and public speaking experience. Knowledge of community resources.	Based at 2222 S. Park Street

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

Advance Employment Services relies primarily on professional staff, employer and community partners, and other subject matter experts rather than traditional program volunteers. Individuals who have direct and ongoing contact with participants are generally employees of ULGM or representatives of partner organizations participating in activities such as career academies, mock interviews, Featured Employer Seminars, workplace tours, hiring events, and other workforce development activities.

When employer representatives or other partners participate in program activities involving participant interaction, they are coordinated and supervised by ULGM staff. Prior to participation, individuals are oriented to the purpose of the activity, participant expectations, confidentiality requirements, professional conduct standards, and their role within the program. ULGM staff remain present during program activities and provide oversight to alignment with program objectives.

Because the program relies primarily on structured partner engagement rather than ongoing direct-service volunteers, volunteer involvement is limited and typically focused on activities such as employer panels, mock interviews, career presentations, workplace tours, networking events, and workforce development workshops. All participant case management, coaching, counseling, resource coordination, and other direct service activities are provided by trained ULGM staff.

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

Advance Employment Services benefits from a strong foundation of existing organizational, community, and employer resources that are already in place to support program implementation. ULGM operates the Center for Workforce & Economic Development located at 2222 South Park Street, the Black Business Hub located at 2352 S. Park Street, and the Southwest Madison Employment Center located at 1233 McKenna Boulevard. These

facilities provide classroom space, computer labs, meeting rooms, private coaching offices, technology infrastructure, and collaborative space for all program activities.

The program is supported by an experienced workforce development team, established case management and data tracking systems, employer and industry partnerships, and a broad network of community partners. Advance also benefits from ULGM's longstanding relationships with employers across multiple sectors including construction and skilled trades, healthcare, transportation, education, finance and insurance, manufacturing, biotechnology, and other high-demand industries. These partnerships provide training opportunities, curriculum input, workplace tours, guest instructors, mock interviews, hiring events, internships, apprenticeships, and direct access to employment opportunities.

Participants additionally benefit from a wide range of supportive resources available through ULGM and its partners, including transportation assistance, housing navigation services, emergency rental assistance, public benefits enrollment support, childcare resources, driver's license recovery assistance, legal services, expungement clinics, fatherhood programming, financial education, homebuyer education and counseling, entrepreneurship services, and mental health resources. The on-site Economic Support Specialist provided through Dane County Human Services represents a particularly valuable resource for helping participants access FoodShare, Wisconsin Shares Child Care Assistance, BadgerCare, and other employment-related supports.

ULGM also maintains the technology, communications infrastructure, and outreach capacity necessary to support successful program implementation, including classroom technology, laptops and computers for participant use, virtual meeting platforms, social media channels, a workforce-focused jobs network, an email distribution list, and extensive community and employer relationships that support participant recruitment and engagement.

All major resources necessary to implement Advance Employment Services are currently in place. ULGM does not anticipate any significant resource gaps that would impact program implementation and will continue leveraging existing facilities, staffing, employer partnerships, community resources, and organizational infrastructure to support participant success and long-term economic mobility goals.

7. BUDGET

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

Joint/Multi-Agency Applications

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

8. If applicable, please complete the following:

A. Disclosure of Conflict of Interest

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

ULGM is not aware of any actual or potential conflicts of interest related to this proposal. While ULGM receives funding from a variety of public and private sources, including the City of Madison, these relationships do not create any known conflicts that would impair the organization's ability to deliver services objectively, equitably, and in accordance with the terms of any resulting contract.

B. Disclosure of Contract Failures, Litigations

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

ULGM is not aware of any significant prior or ongoing contract failures, contract breaches, civil litigation, or criminal litigation that would materially impact the organization's ability to perform the services proposed in this application.

APPLICATION FOR 2026 EMPLOYMENT AND CAREER DEVELOPMENT SERVICES PROGRAMS

1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	Urban League of Greater Madison
Mailing Address	2222 S. Park Street
Telephone	(608) 729-1200
FAX	
Director	Ruben L. Anthony, Jr.
Email Address	ranthony@ulgm.org
Additional Contact	Edward Lee
Email Address	elee@ulgm.org
Legal Status	Private: Non-Profit
Federal EIN:	39-1098146

2. PROPOSED PROGRAMS

	2027		If currently City funded	
Program Name:	Letter	Amount Requested	2026 Allocation	Joint/Multi Application - SELECT Y/N
Advance Employment Services	A	\$120,000	\$120,000	No
Contact:	Edward Lee			
Southwest Madison Employment Center	B	\$279,000	\$279,000	No
Contact:				
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$399,000		

DEFINITION OF ACCOUNT CATEGORIES:

Personnel: Amount reported should include salary, taxes and benefits. Salary includes all permanent, hourly and seasonal staff. Taxes/benefits include all payroll taxes, unemployment compensation, health insurance, life insurance, retirement benefits, etc.

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

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

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

3. SIGNATURE PAGE

AFFIRMATIVE ACTION

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

CITY OF MADISON CONTRACTS

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

INSURANCE

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

4. SIGNATURE

Enter name:

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

DATE INITIALS:

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5. BOARD-STAFF DEMOGRAPHICS

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

DESCRIPTOR	BOARD		STAFF		MADISON*		
	Number	Percent	Number	Percent	GENERAL Percent	POVERTY Percent	R/POV** Percent
TOTAL	13	100%	36	100%			
GENDER							
MAN	7	54%	18	50%			
WOMAN	6	46%	18	50%			
NON-BINARY/GENDERQUEER	0	0%	0	0%			
PREFER NOT TO SAY	0	0%	0	0%			
TOTAL GENDER	13	100%	36	100%			
AGE							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	6	46%	27	75%			
60 AND OLDER	7	54%	9	25%			
TOTAL AGE	13	100%	36	100%			
RACE							
WHITE/CAUCASIAN	7	54%	12	33%	80%	67%	16%
BLACK/AFRICAN AMERICAN	6	46%	20	56%	7%	15%	39%
ASIAN	0	0%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	1	3%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	0	0%	0	0%	3%	4%	26%
BALANCE/OTHER	0	0%	3	8%	1%	2%	28%
TOTAL RACE	13	100%	36	100%			
ETHNICITY							
HISPANIC OR LATINO	0	0%	3	8%	7%	9%	26%
NOT HISPANIC OR LATINO	13	100%	33	92%	93%	81%	74%
TOTAL ETHNICITY	13	100%	36	100%			
PERSONS WITH DISABILITIES	0	0%	1	3%			

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

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

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

6. Does the board composition and staff of your agency represent the racial and cultural diversity of the residents

you serve? If not, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER)

Yes. The Urban League of Greater Madison intentionally strives to ensure that both its staff and leadership reflect the communities it serves. More than two-thirds of ULGM employees identify as Black or other persons of color, and the organization's 13-member Board of Directors is nearly evenly split between White (54%) and Black/African American (46%) members. The Board is also balanced by gender, with 54% men and 46% women. Together, ULGM's board, leadership, and staff bring a combination of professional expertise, lived experience, and strong community connections that strengthen the organization's ability to provide culturally responsive services and effectively serve the racially, culturally, and economically diverse populations that participate in our workforce development, financial empowerment, housing, entrepreneurship, and youth programs. Based on current demographics, ULGM believes its staff and Board broadly reflect the diversity of many of the communities it serves, while remaining committed to ongoing efforts to build diverse and representative leadership at all levels of the organization.

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2025

11

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

11

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

Up to 24

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

Name	Haben Goitom			
Home Address	32 Arboredge Way, Fitchburg, WI 53711			
Occupation	General Counsel			
Representing	Mainspring Energy			
Term of Office		From:	01/2024	To: 12/2026
Name	LaDonna Reed			
Home Address	16650 Knottingwood Ave., Oakforest, IL 60452			
Occupation	Senior Vice President and Director of Community Accountability			
Representing	Associated Bank			
Term of Office		From:	01/2025	To: 12/2027
Name	James Graham			
Home Address	7800 Manistee Court, Verona, WI 53593			
Occupation	Director of Tax Services			
Representing	RSM (retired)			
Term of Office		From:	01/2026	To: 12/2028
Name	Mark Griffin			
Home Address	6730 Ramsey Road, Middleton, WI 53562			
Occupation	Financial Services Principal			
Representing	CLA (Clifton Larson Allen LLP) (retired)			
Term of Office		From:	01/2025	To: 12/2027
Name	George Tervalon			
Home Address	7285 Fountain Circle, Middleton, WI 53562			
Occupation	Managed Care Executive (retired)			
Representing	N/A			
Term of Office		From:	01/2024	To: 12/2026
Name	Gloria Ladson-Billings			
Home Address	7214 Countrywood Lane, Madison, WI 53719			
Occupation	Professor			
Representing	UW Madison			
Term of Office		From:	01/2024	To: 12/2027
Name	Katie Boyce			
Home Address	4316 Deer Run Court, Cross Plains, WI 53719			
Occupation	Sr Dir of Corporate Impact			
Representing	Exact Sciences (now Abbott)			
Term of Office		From:	01/2026	To: 12/2028
Name	Lester Pines			
Home Address	1915 Arlington Place, Madison, WI 53726			
Occupation	Attorney/Partner			
Representing	Pines Bach LLP			
Term of Office		From:	01/2026	To: 12/2028

AGENCY GOVERNING BODY cont.

Name	Beth Prestine			
Home Address	4140 Council Crst., Madison, WI 53711			
Occupation	Private Banking Managing Director			
Representing	U.S. Bank (retired)			
Term of Office		From:	01/2024	To: 12/2026
Name	Derrick Smith			
Home Address	7533 Sawmill Road, Madison, WI 53717			
Occupation	Senior Director of External Relations, Partnerships, and Development (retired)			
Representing	UW Madison			
Term of Office		From:	01/2024	To: 12/2026
Name	Carrie Templeton			
Home Address	5904 Running Deer Tr., McFarland, WI 53558			
Occupation	Regulatory Relations & Policy Manager			
Representing	Alliant Energy			
Term of Office		From:	01/2024	To: 12/2026
Name	Chief Noble Wray			
Home Address	5209 Kevins Way, Madison, WI 53714			
Occupation	Consultant (and former Madison Police Chief)			
Representing	N/A			
Term of Office		From:	01/2026	To: 12/2028
Name	Corinda Rainey-Moore (non-voting member representing ULGM Guild)			
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name	Deja Mason (non-voting member representing ULGM Young Professionals)			
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy

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

Please fill out all expected revenues for the programs you are requesting funding for in this application.

All programs not requesting funding in this application, should be combined and entered under NON APP PGMS (last column)

REVENUE SOURCE	AGENCY 2027	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	357,963	131,698					226,265
UNITED WAY DANE CO	396,762	85,505	42,957				268,300
CITY CDD (This Application)	470,541	120,000	279,000				71,541
City CDD (Not this Application)	50,000						50,000
OTHER GOVT*	655,000						655,000
FUNDRAISING DONATIONS**	3,376,362	289,574	168,115				2,918,673
USER FEES	1,959,849						1,959,849
TOTAL REVENUE	7,266,477	626,777	490,072	0	0	0	6,149,628

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

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

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

ACCOUNT CATEGORY	AGENCY 2025	TTL CITY REQUEST	PGM A	CITY SHARE	PGM B	CITY SHARE	PGM C	CITY SHARE	PGM D	CITY SHARE	PGM E	CITY SHARE	NON APP PGMS
A. PERSONNEL													
Salary	2,602,108	215,000	336,869	74,000	233,334	141,000							2,031,905
Taxes/Benefits	729,874	47,000	104,169	20,000	66,846	27,000							558,859
Subtotal A.	3,331,982	262,000	441,038	94,000	300,180	168,000	0	0	0	0	0	0	2,590,764
B. OTHER OPERATING													
Insurance	109,262	4,700	14,887	3,000	11,889	1,700							82,486
Professional Fees/Audit	328,353	70,300	57,164	5,500	91,780	64,800							179,409
Postage/Office & Program	0	0											
Supplies/Printing/Photocopy	160,300	7,050	31,190	3,050	17,340	4,000							111,770
Equipment/Furnishings/Depr.	52,000	4,150	3,808	1,150	4,182	3,000							44,010
Telephone	1,284	0	0	0	0	0							1,284
Training/Conferences	38,100	1,500	10,700	1,000	1,000	500							26,400
Food/Household Supplies	0	0	0	0	0	0							0
Travel	11,350	1,300	1,250	300	1,500	1,000							8,600
Vehicle Costs/Depreciation	0	0	0	0	0	0							0
Other	0	0											
Subtotal B.	700,649	89,000	118,999	14,000	127,691	75,000	0	0	0	0	0	0	453,959
C. SPACE													
Rent/Utilities/Maintenance	1,023,915	35,000	23,631	7,000	37,560	28,000							962,724
Mortgage Principal/Interest	1,293,845	6,000	25,209	3,000	14,641	3,000							1,253,995
Depreciation/Taxes	0	0											
Subtotal C.	2,317,760	41,000	48,840	10,000	52,201	31,000	0	0	0	0	0	0	2,216,719
D. SPECIAL COSTS													
Assistance to Individuals	215,736	7,000	17,900	2,000	10,000	5,000							187,836
Partner/Joint Agency/Agencies	0	0											
Contractors/Subcontractors	0	0											
Pymt to Affiliate Orgs	0	0											
Other	700,350	0											700,350
Subtotal D.	916,086	7,000	17,900	2,000	10,000	5,000	0	0	0	0	0	0	888,186
TOTAL (A-D.)	7,266,477	399,000	626,777	120,000	490,072	279,000	0	0	0	0	0	0	6,149,628

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

	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
President/CEO	0.10	0.06				0.16	313,308	127,985	441,293	150.63	20,000
Senior VP	0.10	0.06				0.16	190,317	22,389	212,706	91.50	12,500
Chief Financial Officer	0.10	0.06				0.16	132,652	25,147	157,799	63.78	12,500
Director of Development	0.10	0.06				0.16	71,044	17,996	89,040	34.16	0
Sr Dir of Programming	0.10	0.06				0.16	98,202	21,073	119,275	47.21	8,000
Communication & Outreach	0.10	0.06				0.16	47,894	12,218	60,112	23.03	5,000
Administrative Assistant	0.10	0.06				0.16	46,570	13,509	60,079	22.39	5,000
Executive Assistant	0.10	0.06				0.16	63,238	25,421	88,659	30.40	5,000
Facilities Specialist	0.10	0.06				0.16	43,950	6,868	50,818	23.00	4,500
Custodian	0.10	0.06				0.16	29,160	14,025	43,185	19.00	5,000
Director, Workforce Operations	0.45	0.40				0.85	77,999	18,748	96,747	37.50	36,000
Specialist, Emp & Fin Coach	4.00	3.00				7.00	312,180	117,126	429,306	24.77	148,500
						0.00			0		
						0.00			0		
						0.00			0		
						0.00			0		
						0.00			0		
						0.00			0		
						0.00			0		
						0.00			0		
						0.00			0		
						0.00			0		
SUBTOTAL/TOTAL:	5.49	3.99	0.00	0.00	0.00	9.48	1426514.00	422505.00	1849019.00	567.37	262000.00

CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS

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

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

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

	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	5.49	3.99	0.00	0.00	0.00	9.48	1426514.00	422505.00	1849019.00	567.37	262000.00

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

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

Program Summary

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

Pgm Letter	Program Name	Program Expenses	2026 City Request
A	Advance Employment Services	PERSONNEL	94,000
		OTHER OPERATING	14,000
		SPACE	10,000
		SPECIAL COSTS	2,000
		TOTAL	120,000
B	Southwest Madison Employment Center Operator	PERSONNEL	168,000
		OTHER OPERATING	75,000
		SPACE	31,000
		SPECIAL COSTS	5,000
		TOTAL	279,000
C	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			399,000