



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:	Southwest Madison Employment Center Operator	Total Amount Requested for this Program:	\$ 279,000
Legal Name of Organization:	Urban League of Greater Madison, Inc.	Total amount Requested for Lead/Single Applicant	\$ 279,000
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.

While Madison continues to experience a strong economy and relatively low unemployment, significant disparities persist in employment, income, wealth, and financial stability. The City of Madison has identified upward mobility, economic opportunity, and financial security as key priorities, noting that many residents continue to face barriers to obtaining family-supporting employment, increasing earnings, and building long-term financial stability. These challenges disproportionately impact low-income individuals, people of color, residents living in Employment and Career Development Equity Priority Areas, and others who have historically experienced barriers to economic opportunity. City data show that Black households continue to earn significantly lower incomes than White households, while community surveys have found that financial stress and financial instability are especially prevalent among BIPOC residents. Residents consistently identify access to employment opportunities, higher wages, career advancement, and economic mobility as among their most pressing needs.

The reality facing many residents is that economic mobility challenges rarely exist in isolation. While employment remains a critical pathway to economic success, many individuals and families also struggle with debt, limited savings, barriers to banking services, housing instability, transportation challenges, childcare needs, and difficulty accessing public benefits and other work supports. For many residents, obtaining employment is only one step in a broader journey toward financial stability and long-term economic security. The City's increasing emphasis on connecting employment services with financial empowerment reflects the growing recognition that workforce development and financial well-being are deeply interconnected and mutually reinforcing.

The Southwest Madison Employment Center (SWEC, also sometimes abbreviated as SMEC) was originally established by the City of Madison with a goal of bringing employment resources and workforce development services closer to residents on Madison's southwest side. For many residents, accessing workforce services historically required lengthy travel across the city, creating additional barriers for individuals already facing challenges related to employment, transportation, finances, and family responsibilities. Over the past five years, SWEC has evolved into a neighborhood resource that provides employment services, community-based programming, referrals, supportive-service connections, and space for partner organizations serving Southwest Madison residents. At the same time, the City has identified an opportunity to further expand SWEC's impact and strengthen its role as a centralized access point for employment, financial empowerment, and economic mobility services.

SWEC's evolution comes at an important time. Residents increasingly need support navigating a rapidly changing labor market that requires digital literacy, career planning, industry-specific skills, and ongoing career advancement. At the same time, many individuals are seeking assistance improving credit, reducing debt, building savings, preparing for homeownership, and strengthening overall financial stability. The City's decision to establish Madison's Financial Empowerment Center at SWEC creates a unique opportunity to build upon the Center's existing foundation by integrating employment and financial empowerment services within a single, neighborhood-based location. National Financial Empowerment Center outcomes demonstrate that professional financial counseling can help residents reduce debt, increase savings, improve credit, and strengthen financial stability, while workforce development services can help residents increase earnings and access family-supporting careers. Together, these strategies provide a more comprehensive approach to advancing economic mobility.

ULGM's experience operating SWEC has reinforced that residents benefit most when services are coordinated rather than siloed. Individuals seeking employment assistance are often simultaneously navigating challenges related to finances, housing, transportation, childcare, public benefits, and other barriers to success. Similarly, residents seeking financial empowerment services may ultimately need career advancement, workforce training, or increased earnings to achieve their long-term financial goals. As Madison moves toward implementation of the Financial Empowerment Center model, there is a significant opportunity to create a more integrated system that connects workforce development, financial empowerment, supportive services, and community resources through a trusted neighborhood hub that helps residents pursue lasting economic mobility and financial security.

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

The overarching goal of the Southwest Madison Employment Center is to serve as a welcoming, community-based hub that helps residents achieve upward mobility through employment, financial empowerment education and coaching, access to public benefits and supportive services, and other economic mobility resources through the Urban League and our network of partners. Building on more than five years of partnership with the City of Madison to establish, operate, and continuously strengthen SWEC as a neighborhood-based resource for employment and economic mobility, ULGM seeks to sustain and expand that partnership to guide the next phase of SWEC's evolution by more intentionally integrating employment and financial empowerment services and strengthening connections to broader economic mobility resources.

This goal aligns closely with the City of Madison's vision for SWEC as both a neighborhood employment hub and the home of Madison's Financial Empowerment Center. Through Integrated Career and Financial Action Planning, residents will be connected to individualized employment services, career advancement opportunities, financial empowerment counseling and coaching, public benefits, supportive services, homeownership education, and entrepreneurship resources based on their unique goals and circumstances. Recognizing that pathways to economic mobility are not linear, the Center will serve residents regardless of whether they enter seeking employment assistance, financial empowerment services, career advancement, or other economic opportunities.

ULGM's approach is strengthened by its unique position within Madison's workforce and economic development ecosystem. As the current operator of SWEC, a HUD-certified housing counseling agency, an affiliate of the National Urban League, and a recognized workforce development leader, ULGM is uniquely positioned to help bridge employment advancement, financial empowerment, and asset-building services through a coordinated service model. The organization is further advancing this approach by aligning Adult Workforce Development, Housing and Financial Empowerment Education, and Youth Development under unified leadership to improve service coordination and participant navigation.

Over the next contract period, ULGM will focus on three strategic priorities: implementing a more integrated approach to upward mobility; building the foundation for the successful launch of Madison's Financial Empowerment Center in partnership with the City and the Cities for Financial Empowerment Fund; and sustaining and expanding the economic mobility infrastructure that has been established at SWEC through workforce services, community partnerships, employer engagement, outreach, and coordinated referral networks. Through this work, SWEC will continue to serve as a trusted neighborhood resource and centralized access point where residents can connect to employment services, financial empowerment resources, community partners, and other opportunities that support

long-term economic mobility, while positioning the Center as a cornerstone of Madison's broader economic mobility strategy.

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

The Southwest Madison Employment Center was established by City of Madison and operates in partnership with the Urban League of Greater Madison to bring employment services, workforce development resources, and community-based supports closer to residents on Madison's southwest side. Over the past five years, SWEC has evolved into a trusted neighborhood resource that has connected hundreds of residents to employment and career advancement opportunities while linking many others to supportive services, public benefits, and community resources. Building upon this foundation, ULGM seeks to partner with the City of Madison, the Cities for Financial Empowerment Fund, community partners, employers, financial education experts, and public agencies to guide the next phase of SWEC's evolution by integrating employment and career development services with Madison's Financial Empowerment Center, creating a more comprehensive neighborhood-based approach to economic mobility.

SWEC will primarily serve Southwest Madison residents while also supporting broader citywide goals related to financial empowerment, employment, and economic mobility. Through Integrated Career and Financial Action Planning, participants will receive individualized assessment, goal-setting, and coordinated service navigation based on their unique circumstances and aspirations. Residents may access career coaching, job readiness services, career exploration, job search assistance, apprenticeship and training referrals, financial empowerment counseling and coaching, homeownership education, public benefits access, supportive service referrals, and connections to other Urban League and community-based resources. Recognizing that economic mobility pathways are not linear, services will be available to residents regardless of whether they initially seek employment assistance, financial empowerment services, career advancement support, or help addressing barriers to economic stability.

Services will be delivered primarily through the Southwest Madison Employment Center at 1233 McKenna Boulevard, which will serve as both a neighborhood employment hub and the primary location for Madison's Financial Empowerment Center. SWEC will also serve as a portal to other Urban League programming that may take place in other locations such as entrepreneurship programming at The Black Business Hub and other programming at the Urban League Center for Workforce Training at 2222 S. Park Street. In addition to direct service delivery, SWEC will continue to function as a platform for partner organizations, employers, public agencies, educational institutions, and community-based organizations that offer programs and services aligned with the Center's employment and economic mobility mission. ULGM will leverage existing partnerships while working closely with the City of Madison and the Cities for Financial Empowerment Fund to develop referral networks, service integration strategies, and future opportunities for expanded access through community-based partnerships and co-location models.

Key outcomes of the program include increased participation in employment services, financial empowerment programming, and other economic mobility resources; improved access to career development and training opportunities; stronger connections to public benefits and supportive services; successful implementation of Madison's Financial Empowerment Center; and improved employment and financial outcomes for residents. Annually, SWEC will provide at least 750 hours of structured group employment programming, serve at least 200 individuals through employment and career development services, and support at least 75 residents in securing new or better employment opportunities. At least 72% of employment placements are expected to pay \$18 or more per hour, with 40% paying \$22 or more per hour or higher. Additionally, at least 76% of participants are expected to increase their wages by 20% or more, and at least 50% of individuals placed in employment are expected to obtain positions offering new or improved benefits. Consistent with ULGM's commitment to advancing equitable outcomes, at least 80% of participants served are expected to be people of color and more than 90% are expected to be low-income individuals.

SWEC will also continue serving as an important access point for public benefits and supportive services, with at least 125 individuals annually expected to receive Dane County Economic Support Specialist (ESS) case management and benefits assistance. ULGM will offer at least six financial literacy, financial empowerment, or HUD-certified homebuyer education classes annually at SWEC. Following implementation of Madison's Financial Empowerment Center model, ULGM anticipates serving at least 175 individuals annually through Financial Empowerment Center services, with additional performance measures and outcomes to be developed collaboratively with the City of Madison and the Cities for Financial Empowerment Fund through the implementation planning process. Through employment services, financial empowerment programming, public benefits access, resource navigation, and coordinated community partnerships, SWEC will help residents increase earnings,

improve financial stability, reduce barriers to opportunity, and advance toward long-term economic mobility and financial security.

2. POPULATION SERVED

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

The Southwest Madison Employment Center primarily serves adults and families residing in Southwest Madison and surrounding Employment and Career Development Equity Priority Areas who are seeking employment, career advancement, financial stability, and other pathways to economic mobility. Consistent with the City's vision for SWEC as both an employment hub and the home of Madison's Financial Empowerment Center, the Center is designed to serve residents with a broad range of goals, needs, and life circumstances. Some participants may be unemployed and seeking immediate employment opportunities. Others may be underemployed and seeking higher wages, more hours, better working hours, new or better benefits, career advancement, training opportunities, financial coaching, improved credit, debt reduction, assistance preparing for homeownership, access to public benefits, or help addressing barriers affecting economic stability and upward mobility.

SWEC serves many residents who have historically experienced barriers to employment and economic opportunity, including low-income individuals and families, people of color, justice-involved individuals, parents and caregivers, individuals facing housing or transportation challenges, residents with limited professional networks, and individuals seeking to improve both their employment and financial circumstances. Based on recent participant trends, the Center expects to continue serving a population that is predominantly low income and racially diverse, closely aligning with the populations identified in the City's Employment and Career Development framework.

Unlike a traditional workforce development program, SWEC is designed to support residents regardless of how they enter the system. Some individuals may initially seek employment services and later access financial empowerment counseling, public benefits, housing resources, or other supports. Others may enter through financial empowerment services and subsequently pursue career advancement, training opportunities, or employment assistance. Still others may come to apply for, renew, or get other assistance with public benefits through the Dane County Economic Support Specialist and then be referred to employment or financial empowerment programming. Through Integrated Career and Financial Action Planning, participants will receive coordinated assessment, goal setting, service navigation, referrals, and ongoing support that reflect their individual circumstances, goals, and aspirations.

ULGM has continuously engaged participants, neighborhood residents, community partners, employers, and other stakeholders through operation of the Center, participant assessments, one-on-one coaching interactions, partner meetings, community events, and strategic planning activities. Through these experiences, ULGM has observed that many residents face interconnected challenges related to employment, financial stability, transportation, housing, childcare, public benefits, and other factors that influence economic mobility. This has reinforced the importance of maintaining SWEC as a trusted neighborhood-based resource where residents can access employment services, connect with community resources, and receive support navigating barriers to economic opportunity. It has also highlighted the potential benefits of more closely integrating employment and financial empowerment services to help residents address barriers, strengthen financial stability, and advance their long-term economic mobility goals.

As part of ULGM's 2026 strategic planning process, participant feedback demonstrated strong levels of satisfaction with Urban League services and staff. Nearly 87% of respondents agreed or strongly agreed that the knowledge gained through Urban League programming was impactful, while more than 93% agreed or strongly agreed that staff were knowledgeable and professional. These findings reinforce the importance of individualized coaching, participant-centered service delivery, trusted relationships, and coordinated support systems as core elements of SWEC's future service model.

- 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 individuals served through Southwest Madison Employment Center services during calendar year 2025. Demographic information is collected through participant intake and enrollment processes. The data demonstrates that SWECE successfully reaches many of the populations prioritized within the City's Employment and Career Development framework. In 2025, approximately 83% of participants identified as people of color, 14% identified as Hispanic or Latino, and participation was nearly evenly divided between men (48%) and women (52%). These demographics reflect SWECE's longstanding role in serving residents facing barriers to employment, financial stability, and economic mobility and demonstrate the Center's strong connection to the diverse communities of Southwest Madison and surrounding neighborhoods.

Race	# of Participants	% of Total Participants
White/Caucasian	45	17%
Black/African American	171	64%
Asian	9	3%
American Indian/Alaskan Native	1	<1%
Native Hawaiian/Other Pacific Islander	0	0%
Multi-Racial	13	5%
Balance/Other	30	11%
Total:	269	
Ethnicity		
Hispanic or Latino	37	14%
Not Hispanic or Latino	232	86%
Total:	269	
Gender		
Man	129	48%
Woman	140	52%
Non-binary/GenderQueer	0	0
Prefer Not to Say	0	0
Total:	269	

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.

The Southwest Madison Employment Center is committed to ensuring that language, culture, and lived experience do not become barriers to accessing employment, financial empowerment, and economic mobility services. While SWECE primarily serves English-speaking participants, ULGM recognizes that Southwest Madison is home to a diverse population and is committed to providing culturally responsive services and creating accessible pathways to support for residents with varying language needs.

Several ULGM staff members possess Spanish-language skills and are able to provide limited assistance to Spanish-speaking participants. As the operator of SWECE, ULGM will continue working closely with community-based organizations that specialize in serving immigrant, refugee, and multilingual populations. These partnerships help ensure that residents are connected to services in the language and cultural context most appropriate to their needs. When more intensive language assistance is required, SWECE staff provide referrals and warm handoffs to longstanding ULGM partners such as Centro Hispano of Dane County, Latino Academy of Workforce Development, Literacy Network, and other community partners with specialized language capacity.

As SWEC evolves to incorporate Madison's Financial Empowerment Center model, ULGM recognizes the importance of ensuring that services are accessible and relevant to a broad range of residents, including communities that have historically faced barriers to employment, financial services, homeownership, and wealth-building opportunities. This includes people of color, immigrants and refugees, LGBTQ+ individuals, justice-involved individuals, persons with disabilities, low-income households, and others who may experience barriers to accessing traditional financial institutions or economic mobility resources. In addition to maintaining strong relationships with workforce development partners, ULGM will work intentionally to deepen partnerships with organizations serving these populations to increase awareness of Financial Empowerment Center services, develop referral pathways, and ensure that financial counseling services are responsive to the diverse needs and experiences of Madison residents. Because fewer community organizations currently provide intensive financial empowerment counseling than workforce development services, building these partnerships will be a critical component of the Center's implementation and long-term success.

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 worked to advance economic opportunity, financial stability, and upward mobility for residents facing systemic barriers to success. As an affiliate of the National Urban League, ULGM's programs are grounded in an asset-based approach that recognizes participants' strengths, aspirations, resilience, and potential rather than focusing solely on barriers and deficits. This history has helped establish ULGM as a trusted community institution and a recognized resource for individuals and families seeking employment, financial empowerment, housing, entrepreneurship, and other economic mobility opportunities.

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. Many staff members bring both professional expertise and lived experience navigating the educational, employment, financial, and social systems that participants encounter. These experiences strengthen ULGM's ability to build trust, establish meaningful relationships, and provide services that are responsive to participants' individual circumstances and goals.

As SWEC evolves to incorporate Madison's Financial Empowerment Center model, cultural relevance will remain central to service delivery. Staff will utilize participant-centered coaching practices that seek to understand each resident's goals, family circumstances, barriers, strengths, and priorities. Participants will receive individualized support, referrals, and service planning designed around their unique needs rather than a one-size-fits-all approach. This philosophy aligns closely with both the National Urban League's economic empowerment framework and the participant-centered Financial Empowerment Center model.

ULGM further supports cultural relevance through ongoing community engagement, participant feedback, and staff development. Staff participate in professional development related to cultural responsiveness, trauma-informed practices, participant engagement, diversity and inclusion, and strategies for addressing barriers to economic mobility. Combined with trusted community relationships, strong community partnerships, representative leadership and staff, and individualized service delivery, these efforts help ensure that SWEC remains a welcoming, accessible, and culturally responsive resource for the diverse residents of Southwest Madison and the broader Madison community.

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.

SWEC's outreach strategy is built around the understanding that residents often access employment, financial empowerment, and supportive services through trusted relationships and trusted community institutions rather than through traditional marketing alone. As the current operator of SWEC and a longstanding provider of workforce and economic empowerment services, ULGM has established strong relationships with residents, employers, public agencies, neighborhood organizations, schools, housing providers, and other community partners throughout Madison. Word-of-mouth referrals from current

and former participants continue to be among the most important ways individuals learn about Urban League services and opportunities.

As SWEC evolves to incorporate Madison's Financial Empowerment Center, ULGM will build upon existing outreach efforts while expanding awareness of both employment and financial empowerment services available through the Center. The implementation of this integrated employment and financial empowerment model presents a significant opportunity to increase community awareness, strengthen referral networks, and introduce new residents and partners to services that may not have previously been available through SWEC.

To support this effort, approximately 0.5 FTE of ULGM's Workforce Outreach & Recruitment Manager will be dedicated specifically to Southwest Madison-focused outreach, partnership development, recruitment, and community engagement activities. This position will work to increase awareness of SWEC services, strengthen referral pathways, engage employers, and build relationships with organizations serving residents who face barriers to employment, financial stability, and economic mobility.

Special outreach efforts will also target parents and caregivers through ULGM's school-based programming. ULGM currently maintains full-time staff at Gillespie Middle School, Toki Middle School, and Cherokee Heights Middle School, all of which serve students and families living in or near Southwest Madison. Through these relationships, ULGM participates in family engagement activities, parent events, workshops, resource fairs, school meetings, and other opportunities that help connect families to employment services, financial empowerment resources, public benefits, and other economic mobility supports available through SWEC. These relationships provide an important avenue for increasing awareness of SWEC services among families who may not otherwise engage with workforce development, financial empowerment, or other economic mobility programs.

SWEC also benefits from ULGM's extensive network of public-sector and community-based partners. The Center regularly receives referrals and collaborates with organizations including Dane County Human Services, the Dane County Job Center, FoodShare Employment & Training (FSET), the Workforce Development Board of South Central Wisconsin, neighborhood centers, school staff, community corrections agencies, alternative education providers, housing organizations, community health providers, and numerous other human service organizations. These partnerships help connect residents facing barriers to employment, financial stability, and economic mobility with appropriate services and resources while creating opportunities for coordinated referrals into workforce development, Financial Empowerment Center services, public benefits supports, and other economic mobility resources available through SWEC.

Outreach activities will include participation in neighborhood events, community meetings, employer engagement activities, parent and family events, information sessions, workshops, door-to-door canvassing, referrals from local apartment managers, and other opportunities to connect directly with Southwest Madison residents. ULGM will also leverage its extensive organizational communications infrastructure, including an email distribution network of more than 12,000 subscribers, nearly 11,000 combined followers across Facebook and LinkedIn, the Urban League Jobs Facebook Group, and UMOJA Magazine, to increase awareness of services available through SWEC and Madison's Financial Empowerment Center. These communication platforms provide a unique opportunity to promote services, share success stories, strengthen community awareness, and connect residents with available resources.

A particular priority during the upcoming contract period will be the development of referral relationships supporting implementation of Madison's Financial Empowerment Center. While Madison benefits from a strong network of workforce development providers and referral partners, fewer organizations currently provide intensive one-on-one financial empowerment counseling services. ULGM will therefore work intentionally to build deeper partnerships with neighborhood centers, nonprofit organizations, housing providers, educational institutions, libraries, public agencies, and organizations serving historically underserved populations, including BIPOC communities, LGBTQ+

residents, immigrants and refugees, justice-involved individuals, and persons with disabilities. SWEC will also participate actively in the Park Edge/Park Ridge Neighborhood Resource Team (NRT), a City-led collaborative that brings together neighborhood stakeholders to share information, identify emerging needs, coordinate resources, strengthen community connections, and improve access to services for Southwest Madison residents. These partnerships will help ensure residents can access employment and financial empowerment services through trusted community organizations and referral pathways.

SWEC will continue to serve primarily as a neighborhood-based resource for Southwest Madison residents while supporting the broader citywide goals associated with Madison's Financial Empowerment Center initiative. Through a combination of trusted relationships, dedicated outreach capacity, community partnerships, communication networks, and coordinated referral systems, ULGM will work to increase participation among Southwest Madison residents while expanding awareness of employment and financial empowerment opportunities available through the Center.

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?

Many Southwest Madison residents face barriers that extend beyond finding employment and often involve multiple, interconnected challenges that affect economic mobility and long-term financial stability. Through operation of SWEC and its broader workforce and economic empowerment programs, ULGM has observed that residents frequently encounter barriers related to transportation, childcare, housing instability, debt, limited savings, poor credit, limited access to public benefits, justice system involvement, language differences, limited professional networks, technology access, and a lack of familiarity with available community resources and opportunities. These barriers can make it difficult not only to secure employment, but also to increase earnings, build financial stability, pursue homeownership, or achieve other economic mobility goals.

SWEC is designed to address these challenges through a coordinated, participant-centered approach that helps residents access services through a single neighborhood-based resource. Through ULGM's proposed Integrated Career and Financial Action Planning model, participants will receive individualized assessment, goal setting, service navigation, referrals, and ongoing support that address both immediate needs and longer-term economic mobility goals. Rather than approaching employment, financial empowerment, public benefits, and supportive services as separate systems, SWEC will help residents navigate these systems in a coordinated and efficient manner.

Location and accessibility are important strengths of the Center. SWEC was originally established to bring employment and workforce resources closer to residents on Madison's southwest side. The Center remains conveniently located within the community it serves and is accessible via public transportation. Residents can access employment services, financial empowerment services, computers and internet access, workshops, partner programming, and community resources through a single neighborhood-based location. This reduces transportation barriers and improves access to services for individuals who may otherwise face challenges reaching resources located elsewhere in the community.

Accessibility is also supported through flexible operating hours and service delivery options. ULGM will maintain professional staff presence at SWEC six days per week and a minimum of 40 hours per week to maximize accessibility for residents with varying work schedules, family responsibilities, and transportation constraints. In addition to standard service hours, SWEC will regularly host evening programming, including workforce development classes, financial empowerment workshops, homebuyer education courses, employer events, and other community-based activities. Weekly Saturday hours will provide additional opportunities for residents who are unable to access services during the traditional workweek. While not all services are available outside standard operating hours, ULGM staff regularly communicate with participants by phone, email, and text message and make reasonable efforts to respond to participant needs between scheduled appointments. This flexible approach helps reduce scheduling barriers and increases access to employment, financial empowerment, and related services.

SWEC also leverages a broad network of internal and external partners to help residents address barriers that fall outside the scope of direct Center services. Depending on participant needs, referrals may include public benefits assistance, childcare resources, transportation supports, housing services, homeownership education and counseling, legal assistance, educational opportunities, entrepreneurship resources, and other community-based supports. Through partnerships with Dane County Human Services and other organizations, residents can connect to programs such as FoodShare, Wisconsin Shares Child Care Assistance, BadgerCare, and other work-support programs that help support employment and financial stability.

Language and cultural barriers are addressed through culturally responsive service delivery, language-access partnerships, and strong relationships with organizations serving diverse populations. When participants require services in languages beyond the Center's immediate capacity, staff provide warm handoffs and referrals to trusted community partners that specialize in serving immigrant, refugee, and multilingual populations. As SWEC develops Madison's Financial Empowerment Center, ULGM will continue expanding partnerships with organizations serving historically underserved populations, including BIPOC communities, LGBTQ+ individuals, immigrants and refugees, justice-involved individuals, persons with disabilities, and other residents who may face barriers accessing traditional financial institutions or economic mobility resources.

Finally, ULGM recognizes that trust itself can be a significant barrier to participation. Many residents learn about SWEC through former participants, family members, schools, community partners, neighborhood organizations, and other trusted sources. ULGM's longstanding presence in the community, culturally responsive staff, participant-centered service model, and commitment to long-term relationships help create an environment where residents feel welcomed, respected, and supported. By combining trusted relationships, coordinated service navigation, strategic partnerships, and individualized support, SWEC helps residents overcome barriers and successfully engage in services that promote employment, financial stability, and long-term economic mobility.

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).

The Southwest Madison Employment Center will utilize a coordinated intake and engagement process designed to support participants accessing a broad range of employment, financial empowerment, and economic mobility services. Residents may enter the Center seeking employment assistance, career advancement support, financial coaching, homeownership education, public benefits assistance, referrals to community resources, or other forms of support. Regardless of how a participant enters the system, staff work to understand the participant's goals, circumstances, strengths, and barriers in order to connect them with the services and opportunities most relevant to their needs.

As part of ULGM's proposed Integrated Career and Financial Action Planning model, participants will complete an intake and assessment process that helps identify both immediate priorities and longer-term economic mobility goals. Depending on participant needs, individualized plans may address employment and career goals, job readiness, education and training opportunities, financial stability goals, debt reduction strategies, homeownership aspirations, access to supportive services, public benefits, and other priorities identified by the participant. This approach recognizes that employment and financial stability are often interconnected and that pathways to economic mobility are rarely linear.

As part of this assessment and planning process, ULGM coordinates closely with a Dane County Economic Support Specialist (ESS) who is available at SWEC four days per week, for approximately 32 hours per week. All participants enrolled in SWEC programming are screened for potential eligibility for public benefits and work-support programs, including FoodShare, Wisconsin Shares Child Care Assistance, BadgerCare, and other available resources. Integrating public benefits screening into the enrollment process helps ensure that participants are connected to supports that can reduce financial barriers, strengthen household stability, and improve their ability to pursue employment, financial empowerment, training, and other economic mobility goals.

Participants will be supported through a combination of individualized coaching, financial empowerment counseling, workshops, partner-delivered programming, employment services, group education, public benefits access, and referrals to community resources. Staff will maintain regular communication through in-person meetings, phone calls, email, text messaging, and virtual platforms when appropriate. Services will be designed to be flexible and responsive to participant needs, recognizing that residents may engage with SWEC at different points in their economic mobility journey and for varying lengths of time.

Participant engagement will be strengthened through coordinated service navigation and warm handoffs between SWEC staff, Financial Empowerment Center staff, Urban League programs, and community partners. As Madison's Financial Empowerment Center is implemented, ULGM will work closely with the City of Madison, the Cities for Financial Empowerment Fund, and community partners to develop participant-centered workflows that minimize duplication, streamline intake and assessment processes whenever possible, and create a seamless experience for residents receiving multiple services. Particular attention will be given to reducing participant burden, minimizing duplicative intake and data collection

requirements whenever possible, and ensuring that residents can efficiently access both employment and financial empowerment services through a coordinated service model.

Culturally responsive practices will be embedded throughout the enrollment and engagement process. Staff will strive to build trusting relationships, understand participants' lived experiences, recognize individual strengths and aspirations, and create an environment where residents feel welcomed, respected, and supported. Staff will utilize participant-centered coaching approaches that acknowledge the diverse backgrounds, cultures, identities, and experiences of the individuals and families served through SWEC.

Consistent with ULGM's philosophy that participants are "Urban Leaguers for Life," engagement does not end when a participant secures employment, completes a financial counseling session, or achieves an initial goal. Residents are encouraged to maintain an ongoing relationship with SWEC and may return whenever they need additional employment assistance, financial empowerment support, referrals, or guidance navigating new opportunities and challenges. Through this long-term relationship-based approach, SWEC will serve not only as a point of entry into services, but also as a trusted resource that supports residents throughout their economic mobility journey.

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.,).

The Southwest Madison Employment Center was established by the City of Madison in partnership with the Urban League of Greater Madison to bring employment services, workforce development resources, and community-based supports closer to residents on Madison's southwest side. Over the past five years, SWEC has successfully established a workforce development infrastructure that connects residents to employment assistance, career development services, training opportunities, public benefits, and other supportive resources. Building on this foundation, ULGM will collaborate with the City of Madison, the Cities for Financial Empowerment Fund, and community partners to strengthen connections between employment, financial empowerment, and other economic mobility resources while continuing to deliver the employment-focused services that have been central to SWEC's mission.

INTEGRATED CAREER & FINANCIAL ACTION PLANNING

At the core of SWEC's service model is an Integrated Career & Financial Action Planning process designed to help residents identify goals, address barriers, and access coordinated supports. Residents may enter the Center seeking employment assistance, financial coaching, homeownership education, public benefits, career advancement support, or referrals to community resources. Through intake, assessment, and individualized planning, participants will work with staff to identify both immediate priorities and longer-term employment, financial stability, and economic mobility goals.

Recognizing that employment and financial stability are often interconnected, individualized plans may incorporate employment services, financial empowerment strategies, public benefits, training opportunities, supportive services, and referrals to partner organizations. Participants will receive ongoing coaching, progress monitoring, and service navigation designed to help them achieve sustainable outcomes rather than addressing needs in isolation.

ULGM is also pursuing additional opportunities to strengthen SWEC's long-term economic mobility impact. The organization has advanced to a subsequent review stage for a proposed \$500,000 Family Economic Mobility Insights Project in partnership with Dr. David Pate, a nationally recognized expert on poverty, economic mobility, and public systems. If funded, the project would provide both financial resources and specialized technical assistance to help ULGM better understand long-term participant outcomes, strengthen cross-program coordination, identify opportunities to improve participant engagement and service integration, and develop more intentional pathways connecting employment, financial empowerment, homeownership, entrepreneurship, and other economic mobility services. The project aligns closely with the City's vision for SWEC and would provide valuable support as the Center evolves toward a more integrated economic mobility model.

EMPLOYMENT AND CAREER DEVELOPMENT SERVICES

SWEC will continue to serve as a neighborhood-based access point for employment and career development services. The Center will be open and staffed by ULGM Employment Specialists six days per week, at least 40 hours per week, providing residents with access to individualized career coaching and exploration, job search assistance, resume development, interview preparation, employment referrals through ULGM's network of employer partners, and connections to education and training opportunities.

The Center will also provide computer and internet access, assistance navigating online employment systems, employer information sessions, hiring events, work-readiness activities, and referrals to employer partners and workforce development resources throughout Dane County.

Participants seeking more intensive workforce services may also be connected to ULGM's Advance Employment Services program, demand-driven and employer-led career academies, apprenticeship readiness activities, occupational skills training programs, and other workforce initiatives. 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 licensed K-12 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 six career academies annually. These academies may be held at SWEC or at other locations. For those not hosted at SWEC, ULGM provides transportation assistance to help ensure location is not a barrier to participation.

FINANCIAL EMPOWERMENT CENTER DEVELOPMENT AND IMPLEMENTATION

ULGM will work closely with the City of Madison, the Cities for Financial Empowerment Fund, community partners, and residents to develop and implement Madison's Financial Empowerment Center at SWEC. Financial counseling and education services will address the core domains identified within the Financial Empowerment Center framework, including banking, credit, debt reduction, savings, and legacy planning. Financial empowerment services will include one-on-one financial counseling and coaching focused on improving financial stability, reducing debt, strengthening credit, increasing savings, accessing safe banking products, preparing for homeownership, supporting legacy planning goals, and achieving other participant-defined financial goals.

ULGM will also provide at least four HUD-certified financial group education classes and one-on-one counseling services that complement the Financial Empowerment Center model. These services include Financial Empowerment and Financial Literacy Education, Pre-Purchase Homebuyer Education, and Post-Purchase Homeownership and Financial Management Education. These multi-session classes frequently attract 30 to 40 participants or more and provide residents with practical knowledge and skills related to banking, credit, debt reduction, savings, homeownership preparation, legacy planning, financial management, and long-term asset building. The City of Madison currently provides partial financial support for portions of this programming, and ULGM intends to regularly offer these educational opportunities at SWEC. Through a partnership with the Home Buyers Round Table of Dane County (HBRT), ULGM will also host HBRT's HUD-certified Saturday homebuyer education course at least once per year at SWEC, and more depending on interest. ULGM will also leverage existing relationships with financial institutions, homeownership partners, and financial capability resources, including referral opportunities associated with the Richard Dilley Tax Center VITA program which is co-located with ULGM at the Village on Park campus.

ULGM views group financial education as an important engagement and recruitment strategy for one-on-one financial counseling and coaching services. During the past year, more than 200 individuals participated in one or more financial empowerment, financial literacy, or homebuyer education classes offered by ULGM. As Madison's Financial Empowerment Center is implemented, these classes will serve as a key entry point for residents who may subsequently benefit from individualized financial counseling. Group education allows residents to build foundational knowledge related to banking, credit, debt management, savings,

homeownership preparation, and legacy planning while creating natural opportunities to connect participants to more intensive one-on-one coaching and counseling services.

Recognizing that Financial Empowerment Center implementation represents a significant opportunity to expand Madison's economic mobility infrastructure, ULGM will participate with City of Madison and CFE in planning, training, partnership development, workflow design, referral network development, and operational planning activities necessary to ensure successful implementation. Particular attention will be given to creating participant-centered processes, minimizing duplication, coordinating financial empowerment services with workforce development and public benefits access, and leveraging the financial education and housing counseling resources already available through ULGM. To strengthen service continuity and organizational capacity, ULGM will also plan to cross-train all HUD-certified housing counselors in the Financial Empowerment Center model. While designated FEC staff will lead day-to-day service delivery, cross-training will help ensure consistent service quality, increase organizational resilience, support participant referrals, and create additional capacity to respond to fluctuations in demand.

PUBLIC BENEFITS ACCESS AND RESOURCE NAVIGATION

SWEC recognizes that employment success and financial stability are often influenced by factors that extend beyond workforce and financial counseling services alone. Through ULGM's partnership with Dane County Human Services, all participants enrolled in SWEC programming will be assessed for eligibility for public benefits and work-support programs. A Dane County Economic Support Specialist (ESS) regularly serves residents through SWEC and assists with programs including FoodShare, Wisconsin Shares Child Care Assistance, BadgerCare, and other available supports.

Staff will also provide resource navigation and referrals related to housing stability, transportation assistance, childcare resources, homeownership education and counseling, legal services, healthcare, entrepreneurship, and other community-based supports. Through partnerships with Legal Action of Wisconsin, Foley & Lardner LLP, and other partners, ULGM will host at least two free expungement clinics annually at SWEC to help residents address legal barriers that may interfere with employment and economic opportunity. ULGM is also a partner in the Child Support Adjustment Clinic initiative with the Dane County Child Support Agency and the University of Wisconsin Family Law Clinic and anticipates hosting at least two Child Support Adjustment Clinics annually at SWEC. ULGM also intends to leverage its growing environmental justice initiatives to connect households with resources that can improve financial stability through reduced utility burdens. Participants may be connected to energy assistance programs, arrearage management programs, utility affordability resources, and energy efficiency education designed to help low-income households reduce ongoing housing costs and improve overall financial stability.

Through these activities, SWEC will serve as a centralized access point that helps residents navigate systems that influence employment success, financial stability, and family well-being.

COMMUNITY PARTNERSHIPS, OUTREACH, AND NEIGHBORHOOD ENGAGEMENT

SWEC will continue to function as a platform for community collaboration and coordinated service delivery. The Center will host workshops, classes, partner-delivered programming, employer engagement activities, community meetings, and other events aligned with its employment and economic mobility mission. Space will be made available to nonprofit organizations, public agencies, educational institutions, employers, and community groups whose activities support workforce development, financial empowerment, education, or related community goals.

SWEC will also serve as a location for recurring programs that support family stability and economic success. ULGM's Fatherhood Program will regularly utilize the Center to provide parenting education, peer support, fatherhood development activities, employment-related support, and assistance navigating child-support-related issues. These services complement employment and financial empowerment programming by helping participants strengthen family relationships, address barriers to employment, and improve overall household stability.

In addition to providing direct services, ULGM will dedicate approximately 0.5 FTE of its Workforce Outreach & Recruitment Manager to Southwest Madison-focused outreach, partnership development, and community

engagement activities. Outreach efforts will leverage ULGM's extensive communications infrastructure, neighborhood partnerships, school-based programming, employer relationships, and referral networks to increase awareness of services and expand participation among Southwest Madison residents. Particular emphasis will be placed on strengthening referral partnerships that support implementation of Madison's Financial Empowerment Center and expanding access to services among historically underserved populations.

Through these integrated activities, SWEC will continue to serve as a trusted neighborhood resource that connects residents to employment opportunities, workforce development services, financial empowerment resources, public benefits, and community supports while advancing the City's vision for the next phase of the Center's development.

- 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?

The Southwest Madison Employment Center was established by the City of Madison specifically to increase access to employment, workforce development, and economic mobility resources for residents living on Madison's southwest side. Located at 1233 McKenna Boulevard near the intersection of McKenna Boulevard and Raymond Road, SWEC serves residents living within and adjacent to several of the City's Employment and Career Development Equity Priority Areas. The Center's location was intentionally selected to reduce transportation barriers and bring services closer to residents who previously faced significant travel times to access workforce development and related resources elsewhere in the community.

SWEC serves a racially and economically diverse population that closely aligns with the populations prioritized within the City's Employment and Career Development framework. Program participants include low-income individuals and families, people of color, immigrants and refugees, justice-involved individuals, parents and caregivers, individuals with disabilities, and others facing barriers to employment, financial stability, and economic mobility. Recent participant demographics indicate that on average, over 80% of SWEC participants are people of color and many are residents of neighborhoods designated as Employment and Career Development Equity Priority Areas.

In addition to its physical location within Southwest Madison, SWEC benefits from strong neighborhood-based partnerships that support outreach, referrals, and participant engagement. These relationships include partnerships with Elver Park and other nearby neighborhood centers, schools, housing providers, community organizations, Dane County Human Services, and the Park Edge/Park Ridge Neighborhood Resource Team (NRT). ULGM also maintains full-time staff at Gillespie Middle School, Toki Middle School, and Cherokee Heights Middle School, providing additional opportunities to connect families living in and around Southwest Madison with employment, financial empowerment, public benefits, and other economic mobility resources available through SWEC.

Transportation accessibility remains a key strength of the Center. SWEC is located on Madison Metro transit routes and provides a convenient neighborhood-based location where residents can access employment services, financial empowerment services, public benefits screening, computers and internet access, workshops, and partner-delivered programming. When available, participants may also be connected to transportation supports through community partnerships and supportive service resources.

While SWEC's primary focus is serving Southwest Madison residents, the Center also supports broader citywide economic mobility objectives. Through coordinated partnerships, outreach efforts, referral networks, and Madison's Financial Empowerment Center initiative, SWEC will serve as both a neighborhood-based resource and a gateway to employment, financial empowerment, and economic opportunity for residents from throughout Madison.

- 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	8:00 AM	5:00 PM
Wednesday	9:00 AM	5:00 PM
Thursday	9:00 AM	5:00 PM
Friday	9:00 AM	5:00 PM
Saturday	10:00 AM	12:00 PM
Sunday	Choose an item.	Choose an item.

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

Table 2: (Optional/if needed)

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

Thursday	Choose an item.	Choose an item.
Friday	Choose an item.	Choose an item.
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

****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:

NOTE: Urban League of Greater Madison Employment Specialists are available during the hours listed above to provide individualized intake, employment assistance, job search support, computer access, resource navigation, and related services. Classes, workshops, employer events, and other structured programming is frequency offered outside of standard operating hours, including evenings and weekends, based on participant and community needs. As implementation planning for Madison's Financial Empowerment Center progresses in partnership with the City of Madison and the Cities for Financial Empowerment Fund, operating hours may be adjusted to ensure that services are accessible and responsive to the needs of residents.

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.

The Urban League of Greater Madison's approach is informed by nearly 58 years of engaging with youth, adults, families, employers, and community stakeholders to identify barriers to economic opportunity and develop responsive programs that support long-term stability and advancement. Throughout its history, ULGM has relied on participant feedback, employer input, community partnerships, advisory groups, surveys, program evaluations, and direct service experience to shape and refine its workforce development, financial empowerment, entrepreneurship, education, and housing programs.

The proposed Southwest Madison Employment Center model reflects lessons learned through this ongoing engagement. ULGM's workforce development programs have evolved in response to the needs of job seekers and employers, while the organization's financial empowerment, homeownership, entrepreneurship, and economic mobility initiatives have been developed and expanded based on community-identified needs and opportunities. Through this work, ULGM has consistently observed that individuals and families often face interconnected challenges related to employment, income, financial stability, housing, transportation, and access to resources. The proposed model seeks to address those realities through a more coordinated approach that links employment services with broader economic mobility supports.

Youth, individuals, and families will continue to help shape implementation through participant surveys, program evaluations, coaching interactions, and ongoing feedback mechanisms. ULGM staff will regularly review participant input to identify emerging needs, improve service delivery, strengthen referral pathways, and ensure programming remains responsive to the priorities and experiences of the residents being served.

- 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.

The Urban League of Greater Madison maintains longstanding relationships with neighborhood residents, employers, educational institutions, government agencies, community organizations, and service providers

throughout Madison and Dane County. These relationships have been cultivated over decades through direct service delivery, collaborative initiatives, workforce partnerships, community-based programming, and ongoing engagement with stakeholders who share a commitment to expanding economic opportunity.

The services proposed at SWEC are informed by this broader community engagement and by ULGM's experience operating workforce development and economic mobility programs throughout the region. Through ongoing collaboration with employers, job seekers, community partners, and public-sector agencies, ULGM has identified the importance of coordinated service delivery that helps residents access employment opportunities while also addressing factors that influence long-term financial stability and economic mobility.

Community stakeholders will continue to be engaged through established partnership networks, referral relationships, employer engagement activities, collaborative planning efforts, and ongoing communication regarding community needs and service gaps. This feedback will help guide program implementation, inform continuous improvement efforts, and ensure that SWEC remains responsive to both neighborhood priorities and broader workforce development needs.

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)?
City of Madison Community Development Division	Owner of the Southwest Madison Employment Center facility and primary funding partner. Collaborates with ULGM on strategy, community impact goals, facility improvements, and ongoing operation of SWEC as a neighborhood-based workforce and economic mobility resource.		Facility operation agreement exists. Will collaborate to develop Financial Empowerment Center operation agreement.
Cities for Financial Empowerment (CFE) Fund	Anticiapted technical assistance partner supporting implementation of Financial Empowerment Center practices, training, and service delivery models that help integrate financial counseling into SWEC programming.	TBD	TBD
Dane County Executive (including Dane County Human Services, Dane County Highway Department, Dane County Civil Rights Department, Dane FSET	Co-located ESS worker at SWEC. Support for Epungement Clinics at SWEC. Access to FSET programming at SWEC. Support for Fatherhood and child support system programming at SWEC.	Dane County Executive Melissa Agard	Letter of Support and Partnership

Consortium, Dane County Child Support Agency)			
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
National Urban League	Provides technical assistance, training, professional development, peer learning opportunities, workforce development support, and oversight of HUD-funded housing counseling activities. NUL also supports ULGM's financial empowerment and housing counseling programs through funding, compliance assistance, and access to national best practices.	Marc Morial & Silky Misra	MOU and Letter of Support and Partnership
Home Buyers Round Table of Dane County (HBRT)	Partner that collaborates with ULGM to deliver homebuyer education and prepurchase counseling. Hosts HBE workshops at SWEC. Provides subject matter experts, curriculum support, and industry expertise to help residents prepare for sustainable homeownership.	Dan Easley	MOU

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

In addition to the partners listed above, ULGM collaborates with a broad network of organizations that strengthen workforce development, financial empowerment, homeownership, and economic mobility services available through SWEC. Key workforce development partners include Latino Academy of Workforce Development, Operation Fresh Start, Madison College, apprenticeship sponsors, training providers, and more than 50 employer partners annually representing industries such as construction, manufacturing, transportation, healthcare, customer service, and skilled trades. These partners provide participant referrals, training opportunities, career pathway development, work-based learning experiences, and direct employment opportunities. Additional letters of support and commitment are attached from several of these partners as well.

ULGM is also a founding and ongoing member of the Dane County Employment & Training Network (ETN), a collaborative of workforce development providers, public agencies, educational institutions, and community organizations working to strengthen employment and economic mobility outcomes across Dane County. ETN provides an important forum for sharing emerging workforce trends, best practices, referral opportunities, and coordinated strategies to support job seekers and workers. More recently, ETN members have also expressed growing interest in financial stability and financial education as important components of workforce advancement and long-term economic mobility.

SWEC's financial empowerment and wealth-building services are further supported by a network of financial institution and community partners including Thrivent, Summit Credit Union, UW Credit Union, Johnson Financial Group, U.S. Bank, Associated Bank, Old National Bank, BMO Bank, and others. These organizations collaborate with ULGM to co-design and deliver financial education curricula, provide volunteer instructors and subject matter experts, support homeownership education, and connect participants with safe and affordable financial products and services.

ULGM also leverages a broad network of national, regional, and industry partners to strengthen program quality and staff expertise. Through its affiliation with the National Urban League, ULGM gains access to technical assistance, peer learning opportunities, workforce development and financial empowerment best practices, national convenings, and partnership opportunities that help strengthen local service delivery. As a HUD-approved housing counseling agency, ULGM staff regularly participate in professional development and training opportunities offered by organizations such as NeighborWorks America, Housing Action Illinois, HUD, and the National Urban League. These relationships help ensure that SWEC programming reflects current best practices in workforce development, financial capability, housing counseling, and economic mobility services while maintaining compliance with applicable program standards.

Another notable potential opportunity is that ULGM has advanced to a subsequent review stage for a proposed \$500,000 Family Economic Mobility Insights Project in partnership with Dr. David Pate, nationally recognized researcher, educator, and expert on poverty, economic mobility, and public systems. If funded, the project would bring both financial resources and specialized technical assistance to help ULGM better understand long-term participant outcomes, strengthen cross-program service integration, improve economic mobility pathways, and enhance continuous quality improvement across workforce development and financial empowerment services. The project aligns closely with the City's goals for SWEC and would provide additional capacity to strengthen implementation of an integrated employment and financial empowerment model.

How do these partnerships enhance this proposal?

These partnerships significantly enhance the SWEC model by expanding the range of services available to residents while leveraging resources and expertise that no single organization could provide alone. Through collaboration with the City of Madison, the Cities for Financial Empowerment Fund, Dane County, United Way of Dane County, the National Urban League, and the Home Buyers Round Table (HBRT), SWEC serves as a coordinated access point where residents can connect to employment services and an expanding array of financial empowerment, public benefits, and economic mobility resources.

ULGM serves not only as a direct service provider, but also as a community convener and intermediary that helps residents navigate a complex network of workforce, financial empowerment, education, housing, and supportive service resources. Through partnerships with organizations such as Dane County, United Way of Dane County, Latino Academy of Workforce Development, Operation Fresh Start, Madison College, and many others, SWEC participants can access coordinated services that address both employment goals and barriers to long-term financial stability.

A significant strength of the proposed program is ULGM's extensive employer and workforce partnership network. Each year, ULGM collaborates with more than 50 employers across healthcare, education, construction, manufacturing, transportation, public service, and other high-demand industries. Employer partners support workforce development through hiring events, job fairs, industry presentations, mock interviews, workplace tours, curriculum input, work-based learning opportunities, internships, and direct hiring pathways. These relationships help ensure that employment services remain responsive to labor market demand while providing residents with direct connections to family-supporting careers.

The proposal is further strengthened by specialized workforce development partnerships that expand training opportunities and career pathways. Through partnerships with organizations such as Latino Academy of Workforce Development, Operation Fresh Start, apprenticeship sponsors, Madison College, Dane County Highway, and other community training providers, residents can access industry-recognized credentials, occupational skills training, paid work experiences, and supportive services that increase employability and career advancement opportunities.

SWEC's financial empowerment and wealth-building services are enhanced through a robust network of financial institution and community partners including Thrivent, Summit Credit Union, UW Credit Union, Johnson Financial Group, U.S. Bank, Associated Bank, Old National Bank, BMO Bank, and others. These organizations regularly collaborate with ULGM to co-design financial education curriculum, provide volunteer instructors and subject matter experts, support homeownership education, and connect participants with safe and affordable financial products and services. The Home Buyers Round Table further strengthens these efforts by providing access to lenders, Realtors, housing professionals, and homeownership experts who help residents prepare for sustainable homeownership and long-term wealth building.

The National Urban League partnership provides additional value through technical assistance, professional development, peer learning opportunities, access to national best practices, and connections to innovative workforce and financial empowerment initiatives occurring throughout the Urban League movement. As a HUD-approved housing counseling agency, ULGM staff also regularly participate in training and professional development opportunities offered through the National Urban League, NeighborWorks America, Housing Action Illinois, HUD, and other national organizations. These relationships help ensure that SWEC programming reflects current best practices in workforce development, financial capability, housing counseling, and economic mobility services while continually strengthening organizational capacity.

Collectively, these partnerships create a stronger and more coordinated economic mobility ecosystem for Southwest Madison residents. By aligning employment services, financial empowerment supports, benefits access, education and training opportunities, homeownership resources, employer engagement, and community-based supports, SWEC can achieve greater impact than any individual partner could accomplish independently.

What are the decision-making agreements with each partner?

ULGM serves as the lead agency responsible for overall program administration, service delivery, staffing, participant outcomes, data collection, and reporting. Decision-making responsibilities are governed through formal agreements where applicable, including facility operation agreements with the City of Madison, memoranda of understanding, grant agreements, partnership agreements, and letters of support.

The City of Madison and ULGM maintain ongoing communication regarding operation of the Southwest Madison Employment Center, strategic priorities, facility needs, and performance expectations. Dane County, United Way, the National Urban League, and the Home Buyers Round Table maintain responsibility for activities within their respective areas of expertise while coordinating with ULGM regarding participant referrals, service delivery, and program objectives.

The anticipated Financial Empowerment Center partnership will involve ongoing collaboration among ULGM, the City of Madison, and the Cities for Financial Empowerment Fund regarding implementation of Financial Empowerment Center practices, service delivery models, participant experience, performance measures, data collection requirements, staff training, and continuous quality improvement efforts. As this work represents a new phase of SWEC's evolution, partners will work collaboratively to refine operational procedures, referral pathways, integration strategies, eligibility and service protocols, and approaches for connecting financial counseling with workforce and economic mobility services. While ULGM will maintain responsibility for day-to-day program operations and service delivery, key decisions related to implementation of the Financial Empowerment Center model will be informed through ongoing partnership, technical assistance, planning, and evaluation activities.

More broadly, SWEC partnerships operate through a collaborative decision-making model that emphasizes regular communication, coordinated service delivery, mutual accountability, and shared commitment to improving employment outcomes, financial stability, and economic mobility for Southwest Madison residents.

- 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, financial stability, and long-term economic mobility depend upon more than employment services alone. Many participants face interconnected challenges related to transportation, childcare, housing stability, access to public benefits, financial insecurity, credit issues, legal barriers, and other factors that can affect their ability to obtain and retain employment. As a result, resource linkage and service coordination are core components of the proposed Southwest Madison Employment Center model.

Participants will work with Employment Specialists, financial coaches, and other program staff to identify barriers, assess needs, and develop individualized plans that support both employment and financial goals. Resource needs will be discussed during intake and assessment and revisited throughout program participation through ongoing coaching, case management, and follow-up. This individualized approach helps ensure participants are connected to appropriate resources and supports as their needs evolve.

SWEC participants will have access to a broad range of resources through both ULGM programs and community partnerships. Workforce-related supports may include career coaching, job search assistance, resume development, interview preparation, occupational skills training, apprenticeship readiness programming, credential attainment opportunities, and referrals to education and training providers. Participants may also access supportive services designed to address barriers to employment and career advancement.

ULGM also leverages an extensive network of community partners to connect participants to resources beyond those available directly through the organization. Through partnerships with Dane County Human Services, participants have access to on-site Economic Support Services staff who can assist with programs such as FoodShare, Wisconsin Shares Child Care Assistance, BadgerCare, and other work-support benefits.

Through ULGM's partnership with United Way of Dane County, limited housing assistance funds are available through YWCA Madison for eligible participants enrolled in ULGM employment programs when housing-related assistance may help an individual secure, retain, or advance in employment. Participants may also access housing counseling and housing stability support services through these partnerships.

ULGM works closely with a variety of partners to address transportation barriers, one of the most common challenges facing job seekers and workers. Depending on funding availability and eligibility, participants may receive bus passes, gas cards, and assistance with specialized work-related expenses such as work boots, construction gloves, uniforms, CDL permit fees, and other items necessary for employment or training participation.

Emergency financial assistance may also be available through microloan programs operated by JustDane and ULGM to help participants address short-term needs such as vehicle repairs and other unexpected expenses that could otherwise jeopardize employment or training participation.

Participants requiring legal assistance can be connected to a variety of resources through ULGM's community partnerships. ULGM hosts free Expungement Clinics at both SWEC and its South Park Street office. ULGM also hosts free Child Support Adjustment Clinics that provide participants with access to information and legal assistance related to child support modifications and related matters. More than 60 individuals attended one of these clinics at SWEC during the past year and received the opportunity to meet with volunteer attorneys.

For participants facing driver's license barriers, ULGM coordinates referrals and assistance through partnerships with YWCA Madison and LIFT Wisconsin, helping individuals navigate license recovery processes that are often critical to maintaining employment and accessing training opportunities. ULGM is also able to provide limited financial assistance to help eligible participants pay license reinstatement fees.

A particular strength of the proposed model is ULGM's ability to connect participants to a broader continuum of economic mobility services. Depending on individual goals and needs, participants may be referred to financial counseling, financial education workshops, homebuyer education and counseling, entrepreneurship programming through The Black Business Hub Accelerator Program, fatherhood support services, and other programs offered by ULGM. The integration of Financial Empowerment Center services within SWEC will provide additional opportunities for participants to address budgeting, credit, debt management, savings strategies, banking access, and other financial stability goals alongside career development activities.

ULGM's South Park Street workforce campus is located on the same campus as the facility that hosts the City's primary Richard Dilley Tax Center Volunteer Income Tax Assistance (VITA) site. This proximity creates opportunities for collaboration and referrals related to free tax preparation, access to tax credits, tax refunds, and other financial

capability services. VITA programs are recognized nationally as important partners within Financial Empowerment Center ecosystems and provide an additional pathway for connecting residents to broader financial empowerment resources.

Resource coordination does not end when a participant obtains employment or completes a specific service. SWEC staff will continue working with participants to address emerging needs, coordinate additional referrals, support employment retention and advancement, and help individuals navigate changes in income, benefits, financial goals, housing circumstances, and family responsibilities. This coordinated approach is intended to help participants not only achieve employment outcomes, but also build the stability, resources, and support systems necessary to pursue long-term economic 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.

ULGM will measure program outputs through a combination of participant intake records, case management documentation, attendance records, service logs, referral tracking, and partner reporting. Data will be collected and maintained through established client management systems to ensure accurate tracking of participant engagement, services delivered, program completion, and outcomes.

Unduplicated participants will be tracked through unique client records established at intake. Program staff will document participant demographics, enrollment dates, services received, referrals made and completed, and program milestones achieved. Attendance logs, case notes, and service records will be used to document participation in individual coaching sessions, workshops, training activities, financial counseling sessions, and other program services offered through SWEC.

For workforce development services, ULGM currently utilizes Salesforce as its primary case management and performance tracking platform. Employment Specialists document participant engagement, career coaching activities, employment readiness training, job placement efforts, referrals, credential attainment, and other workforce-related services and outcomes. Salesforce supports the tracking and reporting of participant participation, service utilization, program completion, and employment outcomes.

For financial empowerment, housing counseling, and homeownership programming, ULGM utilizes CounselorMax, a HUD-compliant client management system that captures participant enrollment, counseling activity, financial education participation, follow-up contacts, action plans, household budgets, and detailed case notes. CounselorMax enables tracking of counseling sessions, financial education workshops, referrals, and participant progress toward financial goals.

ULGM also recognizes that participation in the Financial Empowerment Center initiative will require the use of the Center for Financial Empowerment's client management and reporting system. As SWEC's integrated service model is implemented, ULGM anticipates that data collection and reporting processes may evolve to ensure compliance with FEC requirements while minimizing duplication and maintaining a seamless client experience. ULGM will work collaboratively with City staff and CFE to establish effective data-sharing, reporting, and performance management practices that support both workforce development and financial empowerment service delivery.

In addition to supporting contract reporting requirements, output data will be regularly reviewed by program leadership to monitor service utilization, participant engagement, referral completion rates, program capacity, and opportunities for continuous quality improvement. This data-driven approach will help ensure that services remain responsive to the needs of Southwest Madison residents while supporting accountability and performance measurement across all program components.

In addition to tracking service delivery outputs, ULGM collects participant feedback and program quality data through satisfaction surveys administered at key points throughout program participation. Beginning later this year, ULGM will utilize SurveyMonkey to standardize feedback collection across all adult programs. Surveys will assess participant satisfaction, perceived gains in knowledge and skills, coaching effectiveness, program accessibility, referral experiences, employer engagement activities, and overall program quality. Results will be reviewed regularly by program staff and leadership and incorporated into continuous quality improvement efforts, including program design

enhancements, staff development, service delivery adjustments, and participant engagement strategies. ULGM believes participant voice is an important component of program evaluation and accountability and will use this feedback to help ensure services remain responsive to the evolving needs of Southwest Madison residents.

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 Urban League workforce development programs, participant outcome data, direct service experience, employer feedback, community partner input, and ULGM's broader commitment to advancing 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 integrated nature of the proposed Southwest Madison Employment Center model. Participants are expected to enter services with varying levels of employment readiness, financial capability, and economic stability. While some may be prepared to immediately pursue employment opportunities or career advancement, others may require career exploration, work-readiness development, financial coaching, supportive service coordination, or referrals to other resources before achieving their goals. As a result, the proposed outcomes are designed to measure progress across both workforce development and financial capability domains and recognize multiple pathways toward long-term economic mobility.

Data sources used to establish and measure the proposed outcomes include participant intake assessments, individualized career and financial action plans, case management records, service utilization data, training completion records, credential attainment records, apprenticeship enrollment records, employment verification forms, wage documentation, participant follow-up data, counseling records, participant surveys, and historical program performance data. Workforce-related information is primarily tracked through Salesforce, while financial counseling and housing counseling activities are currently tracked through CounselorMax.

ULGM also recognizes that implementation of the Financial Empowerment Center model at SWEC will require ongoing collaboration with the City of Madison and the Cities for Financial Empowerment Fund (CFE) regarding outcome measurement, reporting requirements, and data collection practices. As the program is implemented, ULGM anticipates working closely with these partners to ensure that outcome measures and reporting processes are aligned with the FEC model and client management system while also supporting SWEC's broader workforce development and economic mobility goals.

The proposed outcomes align closely with the City's vision for an integrated Employment Center and Financial Empowerment Center model by focusing on employment attainment and advancement, financial stability, and measurable progress toward long-term economic mobility. In addition to the formal outcome objectives identified in this proposal, ULGM will monitor a broader range of performance indicators to support continuous quality improvement and program evaluation.

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 engaged in employment and career development services will achieve a career-related milestone, including obtaining, retaining, or advancing in employment, increasing their wages, enrolling in an apprenticeship or training program, or earning an industry-recognized credential.

Performance Standard	Targeted Percent	75%	Targeted Number	150
	Actual Percent		Actual Number	

Measurement Tool(s) and Comments: Salesforce case management system; participant employment plans; training and credential completion records; apprenticeship enrollment records; employment verification forms; participant follow-up contacts.

Methodology: Participants employment and career development services will be tracked through Salesforce. Workforce milestones will be documented through case notes, participant self-reporting, employment verification, training completion records, credential documentation, apprenticeship enrollment records, and follow-up contacts.

Outcome Objective #2: 70% of participants receiving financial empowerment services will achieve at least one financial capability or financial stability milestone, including establishing a household budget, increasing savings, reducing debt, opening or maintaining a safe and affordable banking account, improving credit, or completing a documented financial action plan.

Performance Standard	Targeted Percent	70%	Targeted Number	120
	Actual Percent		Actual Number	

Measurement Tool(s) and Comments: CounselorMax; CFE client management system; financial coaching records; participant financial action plans; participant self-reported outcomes; follow-up counseling records.

Methodology: Financial coaches will document participant goals, action steps, counseling activities, and progress through CounselorMax and/or the Financial Empowerment Center client management system. Participants will be considered successful upon achieving at least one documented financial capability or financial stability milestone during the program year. Outcome tracking methodologies may be further refined in collaboration with the Cities for Financial Empowerment Fund and the City of Madison as implementation progresses.

Outcome Objective #3: Participants receiving both workforce development and financial empowerment services will demonstrate measurable progress toward economic mobility through the achievement of both a workforce-related milestone and a financial stability milestone.

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

Measurement Tool(s) and Comments: Salesforce; CounselorMax; CFE client management system; participant action plans; employment verification records; financial coaching records; participant follow-up surveys.

Methodology: This outcome measures the effectiveness of the integrated SWEC model. Participants who receive both workforce development and financial empowerment services will be tracked across systems using coordinated case management and individualized action plans. A participant will be counted as achieving this outcome when both a workforce-related milestone (such as employment, credential attainment, apprenticeship enrollment, or wage advancement) and a financial capability milestone (such as savings growth, debt reduction, credit improvement, banking access, or completion of a financial action plan) are documented during the program year. Progress will be assessed through case management records, counseling documentation, participant follow-up, and other supporting documentation as available.

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?

The Urban League of Greater Madison utilizes a combination of case management systems, financial management systems, participant surveys, and reporting tools to collect and manage information related to participant demographics, service delivery, program outputs, outcomes, and expenses associated with Southwest Madison Employment Center operations.

For workforce development services, ULGM utilizes Salesforce as its primary case management platform. Participant-level information, including demographics, enrollment data, assessments, individualized career plans, coaching activities, workshop participation, training enrollment and completion, supportive services, employment outcomes, and wage information, is documented and maintained within Salesforce and related reporting systems. Employment Specialists record participant engagement and progress throughout service delivery and follow-up periods to support outcome measurement and reporting.

For financial empowerment, housing counseling, and homeownership programs, ULGM utilizes CounselorMax, a HUD-compliant client management system that tracks participant enrollment, counseling sessions, education activities, action plans, referrals, follow-up contacts, and case notes. CounselorMax provides detailed documentation of participant engagement and progress related to financial capability, housing stability, homeownership preparation, and related economic mobility goals.

ULGM also recognizes that implementation of the Financial Empowerment Center (FEC) model will require participation in the client management and reporting systems designated by the Cities for Financial Empowerment Fund (CFE). As the FEC model is established at SWEC, ULGM will work collaboratively with CFE and the City of Madison to develop effective data collection, reporting, and performance management processes that meet program requirements while supporting coordinated service delivery. ULGM anticipates that data workflows and reporting practices may evolve as implementation progresses and as opportunities are identified to improve coordination across workforce development and financial empowerment services.

Program outputs and outcomes will be documented through participant intake forms, attendance records, case notes, coaching records, training completion reports, credential documentation, apprenticeship enrollment records, employment verification, wage documentation, participant surveys, and follow-up contacts. Data will be reviewed regularly by program staff and leadership to monitor participant progress, assess program performance, evaluate outcome achievement, and identify opportunities for continuous improvement.

In addition to tracking service delivery and outcomes, ULGM collects participant feedback and program quality data through participant satisfaction surveys administered at key points throughout program participation. Beginning later this year, ULGM will utilize SurveyMonkey to standardize participant feedback collection across workforce development programs, including incorporating SWEC programming into this broader framework. Surveys will be used to assess participant satisfaction, coaching effectiveness, program accessibility, perceived gains in knowledge and skills, referral experiences, and overall program quality. Survey findings will be analyzed alongside program performance data to inform service improvements and strengthen participant outcomes.

Program expenses, budgets, and grant expenditures are tracked through ULGM's financial management system, Sage Intacct, and are monitored by program leadership, finance staff, and the Board of Directors to ensure compliance with grant requirements, financial controls, and organizational policies. Collectively, these systems provide ULGM with the information necessary to effectively manage program quality, document outputs and outcomes, satisfy reporting requirements, and evaluate the effectiveness of SWEC's integrated employment and financial empowerment service model.

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 (.40 FTE)		B.A. or B.S. required. 5+ years related program management experience. Demonstrated cultural competency. Motivational Interviewing, Trauma-Informed Care. Comittment to ongoing professional development.	1233 McKenna Blvd.

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.	1233 McKenna Blvd.
Specialist, Employment (1.6 FTE)		Degree or at least 3 years of related experience. Demonstrated cultural competency. Motivational Interviewing, Trauma-Informed Care. Case management or related experience. Commitment to ongoing professional development.	1233 McKenna Blvd.
Specialist, Financial Counseling (1.0)		Degree or at least 3 years of related experience. Demonstrated cultural competency. Financial coaching and counseling experience. Case management or related experience. Commitment to ongoing professional development. Full job	1233 McKenna Blvd.
Dane County Economic Support Specialist (.75 FTE)		At least 2 years case management or eligibility determination experience. Experience with data management systems. Interviewing skills. Knowledge of community resources.	1233 McKenna Blvd.

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

SWEC Programming relies primarily on professional staff, employer partners, community partners, and 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, financial education classes, mock interviews, Featured Employer Seminars, hiring events, and other workforce development or financial education activities.

When employer representatives, community partners, or other volunteers 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 specific role within the program. ULGM staff remain present during program activities and provide oversight to ensure interactions are appropriate, productive, and aligned 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.

The Southwest Madison Employment Center benefits from a strong foundation of facilities, staffing, partnerships, technology, and supportive service resources that are already in place and available to support program implementation. As the current operator of SWEC, ULGM has successfully delivered workforce development services from the McKenna Boulevard location for the past five years and has the operational infrastructure necessary to continue and expand services under the proposed model.

SWEC provides accessible neighborhood-based space for career development, financial empowerment, workshops, partner programming, and individual coaching. The facility includes classrooms, meeting space, private offices, technology infrastructure, a 16-station computer lab and 5 additional computers for drop usage. Additional program space is available as needed for larger classes and events through ULGM's Center for Workforce & Economic Development at 2222 South Park Street and The Black Business Hub at 2352 South Park Street, providing flexibility for workshops, training activities, employer engagement events, entrepreneurship programming, and other services that support economic mobility.

The proposed program is supported by an experienced team of workforce development professionals, HUD-certified financial capability and housing counseling staff, established case management systems, and a broad network of employer and community partnerships. ULGM plans to add at least one, and potentially two, additional HUD-certified counselors during the upcoming year. This investments will strengthen organizational capacity to deliver financial counseling, financial education, homeownership services, and related economic mobility programming while supporting implementation of Madison's Financial Empowerment Center. ULGM has longstanding relationships with employers across multiple sectors, including construction and skilled trades, healthcare, transportation, education, manufacturing, biotechnology, finance and insurance, K-12 education, and other public sector employment. These partnerships support participant access to employment opportunities, apprenticeships, work-based learning experiences, industry-recognized training, hiring events, and career advancement opportunities.

Participants also benefit from a wide range of supportive resources available through ULGM and its community partners. Through partnerships with Dane County Human Services, participants have access to on-site Economic Support Services staff who assist with FoodShare, Wisconsin Shares Child Care Assistance, BadgerCare, and other work-support benefits. Additional resources include transportation assistance, housing counseling and housing stability services, emergency housing assistance, driver's license recovery support, legal assistance, expungement clinics, child support adjustment clinics, fatherhood programming, homebuyer education and

counseling, entrepreneurship services, and emergency financial assistance programs designed to address barriers that may interfere with employment or financial stability.

ULGM maintains transportation assistance resources, including bus passes, gas cards, and funding for employment-related expenses such as work boots, uniforms, construction gloves, CDL permit fees, and similar items needed to secure or maintain employment. Emergency microloan funds administered by ULGM and community partners can assist participants with needs such as vehicle repairs and other unexpected expenses that might otherwise disrupt employment or training participation.

The program also benefits from ULGM's established technology, communications, and outreach infrastructure. This includes Salesforce and CounselorMax case management systems, SurveyMonkey participant feedback tools, Sage Intacct financial management systems, classroom technology, participant-use computers, virtual meeting platforms, social media channels, employer networks, and an email distribution list reaching more than 12,000 subscribers. SWEC also benefits from significant facility and technology investments made by ULGM, including a modern telephone system, high-quality video conferencing equipment, a presentation and projection system, security camera infrastructure, and other furnishings, fixtures, and equipment necessary to support workforce development, financial empowerment, partner programming, and community engagement activities. These investments allow staff to effectively serve participants in a professional environment for workshops, employer engagement activities, partner meetings, and one-on-one coaching.

The vast majority of resources necessary to implement the proposed SWEC model are already in place. ULGM anticipates working with the City of Madison and the Cities for Financial Empowerment Fund to implement any additional systems, training, and reporting processes required for the Financial Empowerment Center component. As these requirements are finalized, ULGM will integrate them into existing operations and data systems to support a coordinated employment and financial empowerment service model. ULGM has also advanced to a subsequent review stage for a proposed \$500,000 Family Economic Mobility Insights Project with Dr. David Pate that, if funded, would provide additional resources and technical assistance to strengthen service integration, participant outcome evaluation, and economic mobility strategies across the organization.

ULGM is also committed to maintaining a welcoming, functional, and technology-enabled environment for participants. Through ongoing organizational fundraising efforts, ULGM plans to replace community room training tables and chairs and upgrade participant-use computer equipment in 2027. Existing training room furniture is showing signs of wear and requires repair or replacement, and many participant-use computers are approaching end-of-life and will need upgrading to ensure reliable access to technology for job search activities, online training, career exploration, financial coaching, and other participant services.

Overall, ULGM does not anticipate any significant resource gaps that would impede successful implementation of the proposed program. Existing facilities, staffing, technology, partnerships, and supportive service resources provide a strong foundation for continued operation of SWEC and the successful integration of employment and financial empowerment services.

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
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Home Address				
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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.

Enter all expenses for the programs in this application under the PGM A-E columns. Enter the amount you would like the City to pay for with this funding under the CITY SHARE column

****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		
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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