



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 Triage	Total Amount Requested:	\$
All program(s) connected to your organization:	Program Name: Urban Triage Youth Leadership and Career Pathways/Wanda Fullmore Youth Internship Program Operator Amount Requested: \$ 327,500 Applicant Type: Single/Lead Program Type: Youth Employment List Program Partner(s) (if applicable): N/A		
	Program Name: Amount Requested: \$ Applicant Type: Single/Lead Program Type: Southwest Madison Employment Center Operator List Program Partner(s) (if applicable): n/a		
	Program Name: Rooted Futures: Young Adult Employment and Stability Program Amount Requested: \$ 167,000 Applicant Type: Single/Lead		
	Program Type: Young Adult Employment- Programs and Services 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)	Brandi Grayson	Email: bgrayson@urbantriage.org

Applications - Lead Org):			
Organization Address:	2312 S Park St Madison WI 53713	Telephone: 608 520 3062	
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (<i>if no</i>)	NO

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

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

Urban Triage, Inc. began in 2015 as a grassroots organization responding to the systemic barriers affecting Black families and other vulnerable community members in Madison. Urban Triage became an official 501(c)(3) nonprofit organization in 2019 and has since grown into a Black-led, community-rooted organization that combines direct services, transformative education, leadership development, advocacy, and systems navigation. Our mission is to transform culture, institutions, and communities to ensure a humane future. Our vision is a world where everyone has the freedom, resources, and support to heal and self-actualize.

Urban Triage has direct experience employing youth, connecting them to jobs, and operating cohort-based youth employment programming. For the past three summers, we have used unrestricted resources and flexible funding from the Roots & Wings Foundation to employ three young people ages 17–24 each year and place an additional seven to ten young people in employment. These young people are connected to families Urban Triage serves through our housing programs and Supporting Healthy Families Workgroups. In January 2026, we launched the Dane County Human Services-funded Youth Employment Program for youth ages 14–18. As of August 2026, 20 youth had completed YEP, and an additional 15 youth were participating in the current cohort. We expect to reach approximately 40–50 youth by the end of 2026. This work responds to what we have witnessed directly: youth experiencing homelessness, frequent moves, disrupted school attendance, lower grades, and other consequences of instability are often missed by or are unable to access traditional internship pathways, even though they need these opportunities most. Urban Triage's year-round, low-barrier model connects employment with housing and systems navigation, transportation support, food access, mentoring, financial education, emotional wellness, and family strengthening. This positions us to recruit high-school-age youth, who are often the hardest to reach, and to provide the consistent support they need to complete the Wanda Fullmore Youth Internship Program and build on the experience.

- 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.

Urban Triage currently operates two youth employment efforts: the Youth Employment Program (YEP), launched in January 2026, with its first four-week cohort beginning in March, and the Annual Summer Youth Employment and Placement Initiative, launched in 2024. Both emerged from our work with families participating in Urban Triage's housing programs and Supporting Healthy Families Workgroups. We saw that many of their children were not connected to school-based employment pipelines or established workforce organizations. Housing instability and

frequent moves often affected school attendance, grades, transportation, communication, and the ability to complete conventional application processes. Urban Triage responded by creating an employment pathway inside an organization that these young people and their families already knew and trusted.

YEP serves youth ages 14–18 through recurring four-week cohorts. Participants complete career-interest and individualized needs assessments and receive résumé and cover letter development, interview preparation, job search and application assistance, financial education, career exploration, mentoring, and employment coaching. The curriculum develops communication, conflict resolution, time management, teamwork, professional accountability, and emotional regulation. Youth also participate in service learning and have opportunities to grow into peer-leadership roles. Urban Triage helps participants obtain required documents, secure transportation, complete applications, prepare for interviews, and address housing, food, academic, or family instability that could interfere with participation. The program builds from Urban Triage's Supporting Healthy Families framework and is delivered by a Black-led organization whose staff bring cultural knowledge and relevant lived experience to their work with youth.

As of August 2026, 20 youth had completed YEP, and an additional 15 youth were participating in the current cohort. Of the first 20 youth, 11 (55%) obtained employment within 3 weeks of completing the cohort. Urban Triage continues working actively with the remaining nine youth and their families to secure appropriate placements. Youth receive 60–90 days of coaching and retention support after placement. Urban Triage tracks enrollment, attendance, completion, applications, placements, wages, and follow-up outcomes through Keela. Staff maintains contact with youth and employers so that concerns involving attendance, communication, transportation, workplace expectations, or family instability can be addressed before a placement is lost. We expect YEP to reach approximately 40–50 youth by the end of 2026.

The Annual Summer Youth Employment and Placement Initiative serves young people ages 17–24 and demonstrates Urban Triage's broader employment experience. For three consecutive summers, Urban Triage has used unrestricted resources and flexible support from the Roots & Wings Foundation to employ three young people each year and connect another seven to ten to jobs. We began this work without a dedicated youth-employment contract because young people connected to the families we serve needed access to employment, and existing pathways were not consistently reaching them. Urban Triage identified the gap and used the resources available to fill it.

Urban Triage offers the City more than another workforce-preparation curriculum. We offer an existing bridge to high-school-age youth whose families are already navigating housing instability, poverty, school disruption, justice-system involvement, and other barriers through Urban Triage. Our relationship with these young people does not begin when an internship application opens or end when a cohort closes. We can recruit through trust already established with their families and respond within one organization when instability threatens a young person's participation. Selecting Urban Triage would expand the Wanda Fullmore Youth Internship Program's reach to youth who are not consistently connected to existing employment pipelines and provide the sustained support they need to enter, complete, and build from a City internship.

- 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."

Urban Triage has experienced significant organizational and funding changes over the past two years, largely due to shifts in federal policy and the withdrawal of investments in diversity, equity, and inclusion. Urban Triage lost \$3.3 million in federal funding: \$2 million from HUD for Youth Homelessness System Improvement work, \$1 million through an EPA grant, and \$300,000 from a USDA contract supporting our agriculture program. We had hired staff in preparation

for the HUD-funded work scheduled to begin in early 2026 and were forced to eliminate those positions when the funding was lost. These reductions have had an especially significant effect on Urban Triage, a Black-led organization operating in a funding environment in which organizations established to address racial inequities are particularly exposed to the loss of equity-centered investments.

We responded by protecting direct services, strengthening leadership, diversifying revenue, and reducing operating costs. We maintained continuity under our Founder and CEO while adding a Development Coordinator, Program Developer, and Director of Programming to strengthen executive-level planning, implementation, and oversight. We promoted our Program Manager, expanding internal capacity for quality assurance, contract compliance, case-file review, and auditing. Urban Triage has been an approved Medicaid 1915(i) provider since November 2025, creating another pathway for supporting community members while diversifying our reimbursement structure. We also added a remote Marketing Coordinator to strengthen public engagement and organizational visibility, and are moving toward a hybrid operating model to reduce overhead while maintaining community access and in-person program delivery.

Urban Triage has also secured private funding for an organization-wide Peer Support Specialist training opportunity beginning in August 2026. All participating staff have completed the application and interview process and have been formally invited to begin the sponsored training and certification process. The same private donor has committed funding for Parent Peer Support Specialist training and certification in 2027. For the proposed Wanda Fullmore program, this training will deepen our ability to build trust with youth, recognize barriers early, engage families, maintain appropriate boundaries, and help participants remain connected through challenges.

Following these changes, Urban Triage employs 21 people, remains financially stable, maintains active offices and programs, and continues serving the community. Our Board of Directors has remained stable throughout this period, with no changes in composition or leadership. Strong community relationships, responsible financial management, and operating reserves cultivated under the CEO's leadership allowed us to maintain core services while adjusting staffing and operations. We did not respond to the funding crisis by abandoning our community or waiting for conditions to improve. We secured new revenue pathways, invested in staff credentials, strengthened compliance and program leadership, reduced overhead, and preserved direct services. As a result, Urban Triage is better prepared to manage risk, protect program continuity, and operate the proposed Wanda Fullmore program with consistent oversight, culturally responsive support, sound compliance systems, and continuity during an uncertain funding environment. These changes have made Urban Triage more disciplined, adaptable, and resilient.

- 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, Urban Triage will continue shifting toward a more sustainable operating model that protects direct services, reduces administrative overhead, and decreases reliance on any single government funding source. We will complete our transition to hybrid administrative operations while maintaining active offices, in-person community access, and in-person program delivery. This will ensure consistent staff availability for the pre-internship training, day-to-day intern support, and family communication the Wanda Fullmore Youth Internship Program requires. We will also continue strengthening quality assurance, contract compliance, case-file review, outcome tracking, and program oversight through the leadership and management infrastructure added during the past two years. These systems will allow Urban Triage to apply its experience managing recurring four-week YEP cohorts to the sustained support and coordination required throughout the eight-week Wanda Fullmore internship.

Urban Triage will expand its mix of public reimbursement, private funding, earned revenue, and in-kind support. We have been an approved Medicaid 1915(i) provider since November 2025 and will continue developing that service and

reimbursement pathway. Urban Triage has also created Less Noise Wellness, an earned-revenue initiative owned and operated by Urban Triage that offers locally grown hemp wellness products. Revenue generated through Less Noise Wellness is reinvested in Urban Triage's agriculture programming, creating a community-centered funding source that reduces the program's dependence on grants and strengthens the agricultural and food-access resources available to program participants and their families. Less Noise Wellness operates separately from Urban Triage's youth programming. Its relevance to this proposal is as an organizational source of earned revenue that supports agriculture and food access.

Although Urban Triage lost \$300,000 in USDA agricultural funding, we expanded food access in 2026. We added a community refrigerator at Goodman South Madison Library, established a Northside refrigerator access point at Little Tibet Market & Cafe, added a neighborhood garden at a Southside park, and developed a second community garden on the Northside. These access points are more than evidence of organizational resilience. They are direct resources that Wanda Fullmore interns and their families can use, reducing food instability that could otherwise interfere with a young person's attendance and completion. Over the next two years, we will sustain and strengthen these access points through earned revenue, private funding, community support, and in-kind donations. This experience demonstrates that Urban Triage preserves and expands direct services even when a major funding source changes.

Beginning in August 2026, participating staff will begin Peer Support Specialist training and the certification process. Parent Peer Support Specialist training and certification will follow in 2027, funded by the same private donor. Urban Triage intends to assign staff who complete the certification to appropriate intern- and family-support responsibilities within the proposed Wanda Fullmore program. These staff will bring a formal, ethically grounded credential in trust-building, early barrier recognition, professional boundaries, and family engagement. These skills are already central to how Urban Triage works and will be reinforced through a recognized professional standard.

These anticipated shifts will strengthen, rather than interrupt, Urban Triage's ability to operate the Wanda Fullmore Youth Internship Program. As the program prepares to serve approximately 25 interns, Urban Triage brings stronger quality-assurance systems, staff pursuing peer-support credentials, diversified organizational revenue, lower administrative overhead, tangible family-facing resources in food and agriculture, and a demonstrated ability to maintain services during funding disruptions. Urban Triage is building multiple pathways to sustainability to reduce the risk that Wanda Fullmore interns and their families will lose support because of a funding change elsewhere in the organization.

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.).

Urban Triage hires the people we serve. The organization was founded on lived experience, and our workforce includes people who have survived and learned to thrive through circumstances others consider unthinkable. Staff brings direct experience with gang and community violence, incarceration, substance use and recovery, mental health needs, poverty, housing instability, and the systems our participants must navigate. Urban Triage does not treat these experiences as deficits. They are sources of knowledge that help staff recognize barriers, understand survival responses, build trust, and engage people who may have been harmed, excluded, or misunderstood by traditional institutions.

This hiring philosophy comes directly from the life and professional experience of Founder and CEO Brandi Grayson. Before founding Urban Triage, Grayson spent three years as a Community Support Specialist through Nehemiah at Joining Forces for Families on Allied Drive, and two years as a Wisconsin Works (W-2) case manager with Forward Service Corporation at the Dane County Job Center. Her relationships with parents, families, institutions, churches, and community leaders throughout Madison became part of Urban Triage's foundation. The trust and social capital Urban

Triage draws on were built over years of direct presence and work in the community and are already in place when many youth and families enter our programs.

Supporting Healthy Families was also developed from this lived and professional experience. Urban Triage developed, copyrighted, and trademarked the curriculum and framework, which serves as the umbrella for Supporting Healthy Black Families, Supporting Healthy Black Youth, Supporting Healthy Black Elders, and Supporting Healthy Black Agriculture. The framework brings systems analysis, healing, accountability, leadership, and practical skill development into Urban Triage's work with staff, participants, and families.

Urban Triage uses a competency-based hiring model that prioritizes relevant lived experience, demonstrated ability, community relationships, sound judgment, and commitment to the work over advanced degrees. Graduate degrees are not used as a proxy for leadership capacity or effectiveness. Our Founder and CEO holds a bachelor's degree, and other managers bring different combinations of education, professional experience, community leadership, and lived expertise. A degree, license, or certification is required when it is necessary for the position, legally mandated, or required by a contract. Otherwise, Urban Triage evaluates whether applicants can perform the role, build accountable relationships, learn, document services accurately, maintain confidentiality and professional boundaries, and comply with program requirements.

Every Wanda Fullmore position will have a written job description that identifies the education or equivalent experience required, the employment or youth development experience required, certifications, core competencies, background screening requirements, and driving requirements applicable to that role. Staff will not work independently with interns until required screening, orientation, and training are complete and documented through an onboarding checklist and supervisor approval.

All Urban Triage staff undergo background screening aligned with the standard Dane County Human Services uses in licensing foster parents. For youth-facing positions, we prioritize experience in youth development, employment preparation, mentoring, family engagement, systems navigation, and culturally responsive support. Youth-facing staff complete mandated-reporter training, abuse-prevention and youth-protection training, and CPR and first-aid certification through Winston CPR. CPR and first-aid certifications are renewed every two years, and newly hired employees complete certification during onboarding.

Staff receive training in Urban Triage's Supporting Healthy Black Families curriculum and participate in weekly curriculum-based learning and reflection. The curriculum helps staff examine how systemic racism, trauma, housing instability, poverty, family stress, and other conditions affect behavior, communication, trust, and engagement. It strengthens self-awareness, emotional regulation, conflict resolution, accountability, and relationship-building. Staff apply this framework in their work with youth, families, employers, partners, and one another.

Urban Triage also provides ongoing training in motivational interviewing, trauma-informed care, and culturally responsive services. Beginning in August 2026, participating staff will begin privately funded Peer Support Specialist training and the certification process. All participating staff successfully completed the application and interview process and were formally invited into the sponsored training. Their readiness reflects Urban Triage's hiring model: staff already bring substantial knowledge from their lives and communities, and Urban Triage helps them develop the professional, interpersonal, documentation, and workplace skills needed to use that knowledge ethically and effectively. Parent Peer Support Specialist training and certification will follow in 2027.

Urban Triage maintains training records, onboarding checklists, certification-expiration dates, and renewal requirements so supervisors can verify that staff remain current. Required training and certifications will be reviewed before staff

begin independent work and monitored throughout employment. Supervisors will document completion and address missing or expired requirements before an employee resumes duties affected by that credential.

Staff participate in weekly case conferences, supervision, and structured thought partnership. These spaces allow staff to review participant progress, identify barriers, reflect on their practice, coordinate support, and determine when additional resources or leadership involvement are needed. Supervisors provide real-time coaching rather than waiting for an annual evaluation to address concerns. Urban Triage supports employees in developing communication, documentation, time management, conflict resolution, and other professional skills while building on the insight and resilience they already possess.

Staff performance is assessed through direct observation, case-file and documentation reviews, participant outcomes, probationary and annual evaluations, and feedback from youth and families. When concerns arise, supervisors use documented coaching and corrective action plans that identify the issue, the required improvement, the support available, and the timeline for reassessment. Urban Triage will gather feedback from Wanda Fullmore interns and their families through surveys, structured check-ins, and end-of-program reflection. That feedback will inform supervision, staff development, and future program improvements.

Staff assigned to the Wanda Fullmore Youth Internship Program will complete program-specific onboarding before working independently with interns or host sites. Onboarding will cover City requirements, youth safety, confidentiality, documentation, communication with interns and supervisors, host-site coordination, professional boundaries, and procedures for escalating concerns. Ongoing coaching will prepare staff to respond consistently when attendance, transportation, workplace communication, family instability, or another barrier threatens a young person's participation.

Urban Triage will also prepare and support host-site supervisors. Supervisors will receive clear information about program expectations, intern responsibilities, communication protocols, documentation, youth development, and trauma-responsive supervision. Urban Triage staff will maintain regular contact with interns and supervisors, identify concerns early, support problem-solving, and clarify when an issue requires additional intervention. This approach will help host sites provide meaningful work experiences while ensuring that challenges are addressed before they result in a lost placement.

Urban Triage maintains additional safeguards for employees who transport youth or other participants. Staff must complete required screening and training and meet the insurer's requirements before being added to Urban Triage's automobile insurance policy. Employees who do not meet those requirements are not permitted to transport participants. When a case manager is not approved to drive participants, an approved and insured Urban Triage employee provides transportation and may accompany the case manager. This preserves participant access without compromising safety or insurance requirements.

Urban Triage also recognizes that employees cannot provide consistent, trauma-responsive support if their health and well-being are ignored. We reimburse employees for 100% of their health-insurance costs and cover the full cost of therapy through direct payment to the provider. These benefits are part of Urban Triage's strategy to support employee wellness, reduce burnout, and maintain a stable workforce. Urban Triage will assess staff stability through retention, absenteeism, supervision, and employee feedback rather than claiming outcomes that the organization has not formally measured.

Urban Triage does not expect lived experience alone to carry an employee, nor do we assume that a degree guarantees someone can serve our community well. We hire people with the insight, commitment, and capacity to do the work and invest in the training, supervision, credentials, wellness, and professional development they need to succeed. This model produces staff who understand the youth and families we serve, remain accountable to professional standards, and are

prepared to support Wanda Fullmore interns and host-site supervisors with consistency, cultural understanding, safety, and care.

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:	Urban Triage Youth Leadership and Career Pathways	Total Amount Requested for this Program:	\$ 225000
Legal Name of Organization:	Urban Triage	Total amount Requested for Lead/Single Applicant	\$ 225000
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	Brandi Grayson	Email: bgrayson@urbantriage.org	Phone: 608 520 3062
Program Type: Select ONE Program Type for this form.			
☐ Youth Employment- Programs and Services ☒ Youth Employment- Wanda Fullmore Internship ☐ Young Adult Employment- Programs and Services ☐ Adult Employment- Programs and Services ☐ Southwest Madison Employment Center Operator PLEASE NOTE: Separate applications are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.			

1. PROGRAM OVERVIEW

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

Madison has employment opportunities for young people, but access to those opportunities is not equitable. The City's Employment and Career Development Services RFP identifies substantial racial disparities: median household income is approximately \$43,000 for Black households compared with \$82,000 for White households, and approximately one in five Black and Hispanic students in the Madison Metropolitan School District does not graduate within five years, compared with approximately one in twelve White students.[1] These disparities extend into housing: Dane County's Race to Equity 10-Year Report found that only 14.8% of Black households owned their homes, compared with 63.8% of White households, and that Black residents experienced poverty at 2.7 times the rate of White residents during 2016–2020.[2] The same report found that Black high school students in Dane County were looking for work and unable to find it at nearly twice the rate of their White peers (31.3% compared to 18.3%), and that Black students were four times as likely as White students to already be using some or all of their income to support their family.[3] These disparities are not evidence of a lack of talent, motivation, or potential among Black youth. They reflect unequal access to stable housing, transportation, supportive professional networks, employment preparation, and trusted adults who can help young people navigate barriers before and after they enter the workplace.

Housing instability is one of the clearest barriers affecting the young people Urban Triage reaches. At the start of the 2025–26 school year, MMSD reported more than 1,300 students who met the McKinney-Vento definition of homelessness, meaning they lacked a fixed, regular, and adequate nighttime residence and were living in shelters, motels, vehicles, temporary arrangements, or doubled up with other households.[4] MMSD's Transition Education Program provides important educational protections, including immediate enrollment, transportation to a student's school of origin, waived fees, and access to school programming.[5] However, educational protections do not eliminate the practical barriers that can keep a young person from securing and completing an internship: frequent moves, inconsistent transportation, missed communications, lack of identification or employment documents, family crises, food insecurity, disrupted attendance, and limited access to adults with the time and trust needed to help resolve those barriers.

Urban Triage sees these conditions directly through our housing programs, Supporting Healthy Families workgroups, youth programming, and relationships with families across Madison. Parents and young people have consistently communicated that youth want to work, earn income, develop professional skills, and build a future, but many are not connected to traditional school-based or workforce-development pipelines. Some have attendance or academic records affected by homelessness and family instability. Others need help completing applications, obtaining documents, preparing for interviews, arranging transportation, communicating with an employer, or remaining engaged during a crisis. These circumstances are often interpreted as a lack of readiness when they are actually indicators that a young person needs more individualized and consistent support.

Urban Triage began addressing this gap before receiving dedicated youth-employment funding. For the past three summers, we have used unrestricted organizational resources and flexible support from the Roots & Wings Foundation to employ three young people each year and connect another seven to ten with employment opportunities. We developed this initiative because youth connected to the families we serve were falling through the cracks in existing pathways, and waiting for a dedicated contract would have left that need unanswered.

Demand has become even clearer through Urban Triage's Youth Employment Program, launched in January 2026 with limited funding from Dane County Human Services. Between March and August 2026, 20 youth ages 14–18 completed programming, and an additional 15 youth entered the current cohort. Eleven of the first 20 participants secured employment within three weeks of completing their cohort. Urban Triage continues active placement work with the remaining nine youth rather than treating delayed placement or inconsistent engagement as program failure.[6] The level of participation achieved with limited funding demonstrates both unmet demand and Urban Triage's ability to reach young people who need a different entry point into employment services.

The need, therefore, is not simply for approximately 25 internship positions. Madison needs an accessible bridge between those positions and young people whose abilities may be overlooked because instability has affected their attendance, grades, communication, transportation, or connection to conventional recruitment systems. The proposed Urban Triage Youth Leadership and Career Pathways program will provide that bridge through trusted community-based recruitment, culturally grounded employment preparation, individualized barrier removal, consistent communication with families and host sites, and support throughout the internship, not only before placement.

Urban Triage is positioned to reach youth through relationships with their families. We do not begin with a cold referral or expect a young person to navigate another unfamiliar institution alone. We begin with trust, understand the conditions affecting participation, and remain involved when barriers emerge. This approach will allow the Wanda Fullmore Youth Internship Program to reach young people who have the most to gain from paid employment, professional relationships, and leadership development but who are too often missed by programs that depend on stable housing, consistent school connections, or a young person's ability to manage complex systems without sustained support.

Sources

- [1] City of Madison. 2026 Employment and Career Development Services RFP, Executive Summary and community indicators.
- [2] Kids Forward. Race to Equity 10-Year Report: Dane County — Economic Well-Being. 2023. https://kidsforward.org/assets/Race-to-Equity-10-Year_Economic-Well-being.pdf
- [3] Dane County Youth Commission. Dane County Youth Assessment 2021 Overview Report, as cited in Kids Forward, Race to Equity 10-Year Report: Dane County — Economic Well-Being, 2023.
- [4] Schools Make Madison/Madison Public Schools Foundation. Transition Education Program Fund. Reports more than 1,300 known MMSD students meeting the McKinney-Vento definition of homelessness at the start of the 2025–26 school year. <https://schoolsmakemadison.org/donate/funds/transition-education-program-fund/>
- [5] Madison Metropolitan School District. Transition Education Program — Homeless Services. <https://www.madison.k12.wi.us/support-services/homeless-services-transition-education-program-tep>
- [6] Urban Triage. Youth Employment Program Enrollment, Completion, and Placement Records, March–August 2026; participant and family input gathered through program delivery, housing services, and Supporting Healthy Families workgroups.

- 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 Urban Triage Youth Leadership and Career Pathways is to ensure that Madison youth who face the greatest barriers to employment can access, successfully complete, and build from the Wanda Fullmore Youth Internship Program. Urban Triage will close the gap between the program and young people who need it most but are least likely to reach it through conventional recruitment, including youth navigating housing instability, homelessness, or disconnection from school-based employment pipelines. The program will support participants in developing transferable employment skills, leadership capacity, financial knowledge, awareness of City careers, and a continued pathway toward education, employment, or other opportunities selected by each young person.

Urban Triage will recruit approximately 25 high-school-age youth, prioritizing rising 11th and 12th graders and residents of Employment and Career Development Equity Priority Areas. Recruitment will build from relationships already established with families participating in Urban Triage's housing programs and Supporting Healthy Families workgroups. This approach allows Urban Triage to reach young people before instability leaves an internship entirely beyond their reach, rather than waiting for them to find their way into an application process that was not built around their circumstances.

Before placement, interns will complete at least 20 hours of pre-internship training built on Urban Triage's existing Youth Employment Program and Supporting Healthy Families curricula. Training will address workplace readiness, professional communication, financial empowerment, leadership and professional development, career exploration, civic engagement, emotional regulation, conflict resolution, and other transferable employment skills. Interns will also participate in City career exploration, site visits, peer-leadership opportunities, and group service-learning activities that connect their work experience to the larger Madison community.

Throughout the eight-week internship, Urban Triage will provide ongoing coaching, family communication, host-site coordination, and individualized barrier removal. Staff will respond when transportation, housing instability, food insecurity, workplace communication, family circumstances, or other barriers threaten an intern's participation. Urban Triage will also support host-site supervisors in creating meaningful work experiences, communicating effectively with youth, and responding to challenges without prematurely disconnecting a young person from the opportunity. Interns will develop and deliver an end-of-summer group presentation reflecting on their work, growth, career exploration, and civic-engagement experiences.

The goal extends beyond a single summer placement. Each intern who completes the program will develop an individualized transition plan that identifies the next steps that align with their goals. Options may include continued job placement support, private-sector employment, postsecondary education or training, youth apprenticeship, continued engagement with Urban Triage's programming and volunteer opportunities, connection to Urban Triage's agriculture and food systems programming, or another pathway selected by the young person. Urban Triage will provide referrals and follow-up support to help interns act on those plans.

This goal directly aligns with the Wanda Fullmore framework by increasing access to employment and internship opportunities that respond to participants' distinct needs; developing transferable employability, leadership, and financial empowerment skills; increasing knowledge of City of Madison careers; supporting continued school engagement or reconnection to education and training; and centering youth voice through peer leadership, service learning, and a youth-led end-of-summer presentation. Success will mean that young people who might otherwise have been missed are not only recruited but also supported through completion, leaving the program with demonstrated skills, stronger professional relationships, increased career and educational knowledge, and a concrete next step they helped choose.

- 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.

Urban Triage Youth Leadership and Career Pathways will provide approximately 25 Madison youth who meet Wanda Fullmore's eligibility requirements with paid, supported summer internships. Priority will be given to rising 11th and 12th graders, residents of Employment and Career Development Equity Priority Areas, and youth navigating housing instability, homelessness, or disconnection from school-based employment pipelines. Urban Triage will recruit participants through relationships already established with families in our housing programs, Supporting Healthy Families workgroups, and youth programming, reaching young people who are least likely to apply through the traditional process.

The program follows four connected phases. During recruitment and intake from March through April, Urban Triage will conduct individualized intake and career-interest and skills assessments. During the five-week training phase in May, participants will complete at least 20 hours of pre-internship training through two weekday evening sessions each week, generally from 5:30 to 7:30 p.m. at Urban Triage's office at 2312 South Park Street. Consistent with the financial pressure and food insecurity many Dane County youth and families navigate, dinner will be provided at each training session, and participants will receive a weekly stipend of \$25 to support consistent attendance. Training will cover workplace readiness, professional communication, financial empowerment, leadership development, emotional regulation, conflict resolution, civic engagement, City career exploration, and other transferable skills, alongside site visits, peer-leadership opportunities, and group service-learning activities. Participants will not be Urban Triage employees during training. Those who complete training will be hired by Urban Triage for the internship phase.

During the placement phase from June through early August, interns will complete an approximately 20-hour-per-week, eight-week paid internship at a City department or an approved partner agency, identified in coordination with the City. Urban Triage will provide ongoing coaching, family communication, host-site coordination, and individualized barrier removal throughout the placement. Host-site supervisors will receive structured training, written guidance, regular check-ins, and responsive coaching. Urban Triage will serve as the employer of record using the infrastructure already established through our existing youth employment programming, including employee onboarding, payroll, timekeeping, attendance monitoring, and workers' compensation.

Urban Triage staff will be available Monday through Friday from 9:00 a.m. to 5:00 p.m., with limited weekday evening availability for scheduled training and group activities. Urban Triage staff will not be available on weekends. Host sites may operate on weekends, and individual internship schedules may vary based on approved assignments and host-site operating hours.

During the presentation and transition phase in August, interns will develop and deliver an end-of-summer group presentation reflecting on their work, growth, career exploration, and civic engagement. Expected outcomes include increased internship access for youth facing barriers, completion of employment preparation and supported work experience, demonstrated growth in employability and financial skills, greater knowledge of City careers and future pathways, and continued school engagement or reconnection to education or training. Each intern will complete an individualized transition plan and receive referrals, introductions, and follow-up support toward employment, education, training, involvement in agriculture and food systems, volunteering, or another pathway aligned with their goals.

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?

Urban Triage Youth Leadership and Career Pathways will serve approximately 25 Madison youth who meet the eligibility requirements of the Wanda Fullmore Youth Internship Program, with priority given to rising 11th- and 12th-graders. The program will focus on Black youth from families with household incomes generally between 30% and 80% of Area Median Income who are navigating housing instability, homelessness, poverty, food insecurity, disrupted school attendance, limited transportation, or disconnection from conventional school-based employment pipelines.

All participants served through Urban Triage's Youth Employment Program (YEP) are Black. Urban Triage's Annual Summer Youth Employment and Placement Initiative, which directly employs three youth annually alongside broader employer placements, has included youth of multiple races and ethnicities, including Latino, Asian, and White participants. The proposed Wanda Fullmore program will focus specifically on Black youth from the population Urban Triage reaches through YEP, our housing programs, and Supporting Healthy Families workgroups — families and youth who live throughout the greater Madison area, including Sun Prairie, Middleton, Fitchburg, Madison's West Side, and Madison's South Side, particularly in neighborhoods and communities where Black and lower-income families are concentrated. This geographic reach demonstrates Urban Triage's ability to build relationships with Black youth and families across municipal and school-district boundaries. The proposed Wanda Fullmore program will focus its City-funded recruitment and placements on eligible City of Madison residents.

Within Madison, Urban Triage will prioritize young people living in or near the Employment and Career Development Equity Priority Areas identified in Appendix A. These include areas with higher concentrations of Black, Indigenous, and other residents of color and lower-income households, as well as areas experiencing lower high school graduation rates, lower employment rates, or longstanding underinvestment. Based on Urban Triage's knowledge of the service area, recruitment will focus on:

- South Madison neighborhoods surrounding South Park Street, the Bram's Addition area, and the Beltline, primarily within ZIP code 53713
- Southwest Madison neighborhoods near Allied Drive, Meadowood, Park Edge/Park Ridge, and Elver Park, primarily within ZIP codes 53711 and 53719
- West Madison neighborhoods with identified priority block groups, primarily within ZIP codes 53717 and 53719
- North Madison neighborhoods near Northport Drive, Packers Avenue, Sherman Avenue, Kennedy Heights, and Brentwood Village, primarily within ZIP code 53704
- East and Northeast Madison neighborhoods near Darbo-Worthington, East Washington Avenue, and the East Towne area, primarily within ZIP codes 53704 and 53714
- Southeast Madison neighborhoods with identified priority block groups and Neighborhood Resource Team areas, primarily within ZIP code 53716

Appendix A identifies priority areas by neighborhood and census block group rather than by entire ZIP code. Urban Triage will therefore use participants' addresses and the City's map to determine whether a young person lives within a designated area, rather than assuming that every household within a listed ZIP code qualifies. Youth living outside a designated priority area may still participate if they otherwise meet Wanda Fullmore's eligibility requirements, but residents of the identified areas will receive priority in recruitment.

The program is specifically designed to reach Black youth whose talent and interest in employment may be overlooked because housing or family instability has affected their grades, attendance, communication, access to employment documents, or ability to complete a traditional application process without individualized support. The program will not interpret these circumstances as a lack of readiness, motivation, or potential. Urban Triage will provide the structure and support needed for young people to prepare for, enter, and complete an internship successfully.

Participants will generally come from households earning between 30% and 80% of the Area Median Income. Some may already be contributing income to their households or balancing employment goals with family responsibilities. Others may live in shelters, motels, transitional housing, doubled-up arrangements, or homes at immediate risk of displacement. Dinner during training, a weekly training stipend, paid internship hours, transportation assistance, family communication, and individualized barrier removal are built into the program because economic and housing conditions directly affect youth's ability to participate consistently.

Youth and families with varying levels of English proficiency will be eligible. Urban Triage will identify each participant's and family's preferred language and communication needs during intake. Limited English proficiency will not be used as a basis for exclusion. Interpretation, translated information, and accessible communication will be arranged as needed so youth and families can understand program expectations, employment requirements, schedules, workplace concerns, and available support.

This program was developed through Urban Triage's direct work with the intended population rather than assumptions about what young people need. Through our housing programs and Supporting Healthy Families workgroups, families repeatedly identified a gap for youth who wanted to work but were not connected to existing employment pathways. Parents and youth described barriers involving unstable housing, attendance records, transportation, food insecurity, employment documents, application processes, interviews, workplace communication, and the absence of a trusted adult who could remain involved when circumstances changed.

Urban Triage initially responded with organizational resources. For the past three summers, we have employed three young people each year and connected another 7 to 10 youth to outside employment opportunities. We created this support for youth connected to families participating in our housing and Supporting Healthy Families programs because they were being missed by existing pathways, and no dedicated funding was available to address the gap.

Youth and family experiences also informed Urban Triage's Youth Employment Program, launched in January 2026. Twenty youth ages 14–18 completed the initial programming, and another 15 entered the current cohort. Their participation, questions, attendance patterns, placement experiences, and ongoing communication with staff and families directly informed the proposed Wanda Fullmore design. The five-week evening schedule responds to school-day obligations. Dinner and the weekly stipend address the financial and food-related pressures families face. Career-interest and skills assessments reflect Urban Triage staff's observation that young people are more likely to stay engaged in work aligned with their interests than in placement based solely on availability. Family communication, transportation assistance, individualized barrier removal, and continued coaching reflect what youth and families have shown. Urban Triage is necessary for participation and completion.

Participants and families will continue shaping implementation and assessment. Each young person's interests, strengths, goals, transportation access, and support needs will inform internship matching and their individualized transition plan. Regular check-ins will allow interns to identify what is working, what is creating barriers, and what support should change. Families will remain connected through ongoing communication, particularly when housing, transportation, scheduling, or other circumstances affect participation. Youth will exercise leadership through peer activities, group service learning, program feedback, and development of the end-of-summer presentation.

Urban Triage is not proposing to reach this population for the first time through this grant. These are young people and families with whom we already have relationships and accountability. Their experiences shaped our decision to create employment supports without dedicated funding, informed the development and adaptation of our current Youth Employment Program, and now form the foundation of Urban Triage Youth Leadership and Career Pathways.

- 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.

Race

Race	# of Participants	% of Total Participants
White/Caucasian	1	9.1%
Black/African American	8	72.7%
Asian	0	0%
American Indian/Alaskan Native	0	0%
Native Hawaiian/Other Pacific Islander	0	0%
Multi-Racial	1	9.1%
Balance/Other	1	9.1%
Total	11	100%

Ethnicity

Ethnicity	# of Participants	% of Total Participants
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Hispanic or Latino	1	9.1%
Not Hispanic or Latino	10	90.9%
Total	11	100%

Gender

Gender	# of Participants	% of Total Participants
Man	7	63.6%
Woman	4	36.4%
Non-binary/GenderQueer	0	0%
Prefer Not to Say	0	0%
Total	11	100%

Comments (optional):

In 2024, Urban Triage supported 11 unduplicated youth through its Annual Summer Youth Employment and Placement Initiative. Urban Triage directly employed three interns: a Black young man, a multiracial young man, and a White young woman. Two selected placements in Urban Triage's marketing department, and one selected placement in agriculture. Urban Triage makes internship opportunities available in marketing, agriculture, and housing/program support, with assignments guided by each young person's interests.

Urban Triage also connected eight youth with temporary summer employment through established employer access points. Those youth were hired and paid directly by the participating businesses rather than Urban Triage. Of the eight externally placed youth, seven were Black. One participant is recorded under Balance/Other for race and Hispanic or Latino for ethnicity, based on the best available demographic information to Urban Triage. Five were young men, and three were young women.

Urban Triage's employment and placement records were used to verify the 11 unduplicated participants and their placement status. Where complete demographic fields were not formally collected in 2024, the demographic information represents Urban Triage's best estimates based on staff knowledge and observation. Percentages are calculated from the 11 unduplicated participants and rounded to one decimal place.

- 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.

Urban Triage will not allow language, disability, documentation status, or unfamiliarity with employment systems to become a reason a young person cannot access or complete the program. During outreach and

intake, staff will ask youth and families about their preferred spoken and written language, communication preferences, literacy needs, disability-related accommodations, and the best way and time to reach them. These needs will be documented in Keela and reviewed throughout training and placement because a young person's communication or accommodation needs may change once they enter a workplace.

Urban Triage currently has one bilingual English- and Spanish-speaking staff member and uses LanguageLine Services when that staff member is unavailable or another language is needed. Interpretation will be available during recruitment, intake, family communication, pre-internship training, employee onboarding, host-site meetings, coaching, conflict resolution, and conversations involving workplace performance or safety. Urban Triage will not ask youth, siblings, or other family members to interpret confidential, sensitive, or employment-related information.

Essential materials will be translated when needed, including recruitment information, schedules, program expectations, consent and release forms, employment documents, workplace policies, safety information, grievance procedures, and transition-planning materials. Staff will also explain documents verbally, use plain language, confirm understanding, and communicate by text, telephone, email, video, or in person based on what works best for the participant and family. Interpretation and translation will be provided at no cost.

Urban Triage will coordinate language access with host sites rather than leaving interns to navigate it alone. With the young person's knowledge and consent, staff will communicate identified language and accessibility needs to the host-site supervisor before placement. Supervisors will receive guidance on using clear language, demonstrations, and written instructions; avoiding unnecessary jargon; and contacting Urban Triage when interpretation or additional communication support is needed.

Youth and family members with disabilities will receive reasonable accommodations. Program activities will be held in physically accessible locations. Urban Triage will arrange American Sign Language interpretation, alternative communication methods, accessible electronic or printed materials, and other reasonable accommodations when requested. Training can include visual instruction, demonstrations, repetition, additional processing time, and individualized coaching so participants have more than one way to learn and demonstrate what they know.

For Urban Triage, cultural relevance is not achieved by translating an English-language program and calling it inclusive. We are a Black-led organization that hires people from the communities we serve and treats lived experience as knowledge. Urban Triage Youth Leadership and Career Pathways is grounded in the curricula of our Supporting Healthy Families and Youth Employment Program. These frameworks help young people understand how systemic racism, housing instability, poverty, trauma, and family responsibilities shape access to employment and experiences in the workplace.

We will teach youth how to understand workplace expectations without presenting White cultural norms as the only acceptable definition of professionalism or requiring young people to disconnect from their identity to succeed. Training and coaching will create space for honest conversations about race, culture, language, power, workplace bias, code-switching, emotional regulation, conflict, boundaries, and self-advocacy. Staff will help interns distinguish between constructive feedback and treatment that may be discriminatory, culturally harmful, or inappropriate. Host-site supervisors will receive culturally responsive guidance and coaching, so responsibility for making a placement work does not fall entirely on the young person.

Language access and cultural relevance will be monitored throughout the program, not addressed once during intake. Staff will review language needs, accommodation requests, and unresolved communication barriers during weekly case conferences. Regular check-ins with youth and families will inform changes to training, communication, host-site support, and future program delivery. This is how Urban Triage will remain accountable to the young people and families the program is designed to serve.

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.

Urban Triage will recruit applicants from March through April and enroll approximately 25 eligible Madison youth. Priority will be given to rising 11th and 12th graders, residents of Employment and Career Development Equity Priority Areas, and Black youth navigating housing instability, homelessness, poverty, disrupted school attendance, limited transportation, or disconnection from school-based employment pipelines. Outreach will reach more than 25 applicants so the program is not left under-enrolled if a young person becomes ineligible, moves, withdraws, or cannot participate.

Our strongest recruitment pathway is the trust Urban Triage already has with youth and families. Housing case managers, Supporting Healthy Families facilitators, Youth Employment Program staff, and other direct-service staff will share the opportunity with potentially eligible youth connected to families we serve. With the youth's or family's consent and in accordance with Urban Triage's confidentiality practices, staff will make an internal referral and help the family connect with program staff.

Current YEP participants, former interns, and participating families will also be invited to share program information through their networks and provide feedback on whether outreach messages are understandable and relevant to young people. Participation in peer outreach will be voluntary. Youth will not be expected to disclose their personal histories or promote the program as a condition of receiving services.

Urban Triage will conduct direct outreach through our office at 2312 South Park Street, youth programming, community events, food-access activities, neighborhood outreach, email lists, website, and social media. In-person outreach will also occur at trusted community locations. Recruitment will focus on the Equity Priority Areas identified in Appendix A, including South Madison, Allied Drive, Meadowood, Park Edge/Park Ridge, Elver Park, Northport and Packers Avenue, Kennedy Heights, Brentwood Village, Darbo-Worthington, and surrounding priority block groups.

Program information will be shared with schools, City staff, community organizations, employers, housing providers, and other service providers that regularly encounter eligible youth. These organizations will function as referral and outreach access points rather than joint applicants or service-delivery partners. Urban Triage will accept referrals from any of these sources, but a referral will not be required. Youth and families may contact Urban Triage directly.

Outreach materials will clearly explain eligibility, program dates, the five-week training requirement, the weekly training stipend, dinner during training, paid internship hours, available support, and the requirement that participants complete training before becoming Urban Triage employees. Materials will not suggest that youth need strong grades, perfect attendance, previous employment, professional references, or prior experience with formal hiring systems.

Staff will reach youth and families by telephone, text, email, social media, printed materials, and in-person contact at Urban Triage and trusted community locations. Information will be written in plain language and translated when needed. Urban Triage's bilingual English- and Spanish-speaking staff member, along with LanguageLine Services, will support families who prefer a language other than English. Staff will explain the program verbally and assist with forms so that language, literacy, technology access, disability, or unfamiliarity with employment systems do not become barriers to applying.

Urban Triage will follow up when a young person expresses interest but does not complete the application immediately. Disconnected telephone service, changing housing, school demands, family responsibilities, and missed messages are common barriers for the population we serve. Staff will try more than one approved communication method and offer help resolving the barrier. We will follow up without pressuring youth or families and will respect a young person's decision not to participate.

If applications exceed available positions, staff will use the same documented eligibility and priority review for every applicant. The review will consider City residency, Wanda Fullmore's eligibility, grade level, residence in an Equity Priority Area, housing instability, disconnection from conventional employment pathways, and the need for

individualized support. Grades, attendance records, prior employment, and how easily a youth can be placed will not be used to determine whether the young person deserves access. If applicants remain equally prioritized after review, Urban Triage will use a documented random selection process rather than an informal staff decision.

Eligible youth who are not initially selected will be placed on a short waitlist through the beginning of the training phase. If a position becomes available before training begins, staff will contact the next eligible youth using the documented selection process. Once the 20-hour training phase begins, Urban Triage will not place an untrained youth in an internship simply to fill a vacancy. Eligible youth who are not enrolled will be offered connection to Urban Triage's Youth Employment Program, future cohorts, and other appropriate employment resources.

Outreach contacts, referral sources, applications, eligibility determinations, follow-up attempts, enrollment decisions, and waitlist status will be tracked in Keela. Urban Triage will also document barriers to enrollment that youth or families voluntarily share. Staff will review recruitment progress weekly to determine whether we are reaching the intended neighborhoods and populations. If an area or group is underrepresented, we will adjust where outreach occurs, how information is communicated, and which access points are being used before recruitment closes.

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?

The youth Urban Triage intends to serve may face overlapping barriers involving transportation, housing instability, scheduling, food insecurity, language, technology, employment documents, disability, family responsibilities, trust, and workplace bias. These barriers are often treated as evidence that a young person is not ready to work. Urban Triage understands them as conditions that require planning, resources, and consistent support.

Transportation needs will be identified during intake and considered when matching interns with host sites. Staff will help youth plan routes, provide bus passes, coordinate transportation with families, and arrange rides through Urban Triage employees who have completed required screening and are approved under our automobile insurance policy when another safe option is unavailable. Before approving a placement, staff will confirm that the intern can reliably reach every assigned shift, including early, evening, or weekend hours. Transportation plans will be reviewed if a participant moves or a host-site schedule changes.

School, family responsibilities, and changing housing circumstances can make rigid schedules difficult. Pre-internship training will be held during weekday evenings from 5:30 to 7:30 p.m. so participants do not have to choose between school and required training. Internship schedules will be developed with the intern and host site around the approximately 20 hours per week required, host-site needs, transportation, school, and family or caregiving responsibilities. When caregiving interferes with participation, staff will work with the youth and family to adjust schedules when possible and connect them to available family-support resources.

Urban Triage staff will be available Monday through Friday from 9:00 a.m. to 5:00 p.m., with limited weekday evening availability for scheduled activities. Urban Triage staff will not be available on weekends, though some host sites may operate and schedule interns. Before placement, Urban Triage will establish a written weekend communication and safety protocol for interns and supervisors. Host-site supervisors will manage immediate workplace and safety concerns in accordance with their established policies. Emergencies will be directed to 911 or the appropriate emergency resource. Non-emergency attendance, performance, or workplace concerns will be documented by the host site and communicated to Urban Triage on the next business day.

Financial pressure and food insecurity can determine whether a young person can attend training or remain in a program. Participants will receive a \$25 weekly stipend during the five-week training phase and dinner at every training session. After completing training, participants will become paid

Urban Triage employees for the eight-week internship. Youth and families experiencing food insecurity will also be connected to Urban Triage's produce distributions, community refrigerators, gardens, and other available food resources.

Urban Triage will address the practical costs of starting a job. Staff will help participants secure missing identification, complete required minor-employment and payroll documents, understand wage-payment options, and establish a safe method for receiving their pay. The program will help youth obtain required uniforms, work shoes, or other basic work supplies when those costs would prevent participation, with funding for these supports included in the program budget. Urban Triage and host sites will confirm that required safety equipment is available before an intern begins an assignment. Financial empowerment training will help interns understand paychecks, taxes, deductions, budgeting, banking, and how employment income may affect their households.

Housing instability can lead to disconnected telephone service, lost documents, frequent moves, missed messages, and sudden family crises. Staff will ask youth and families for more than one approved method of contact and update that information throughout the program. When communication is interrupted, Urban Triage will use the approved methods available rather than assuming the young person has lost interest. Families already participating in Urban Triage's housing programs will continue receiving housing support separately from the internship. Other families will receive appropriate resource connections when housing instability threatens participation.

Language, literacy, technology access, or disability will not be grounds for excluding a young person. Urban Triage's bilingual English- and Spanish-speaking staff member, along with LanguageLine Services, will support youth and families who prefer another language. Essential materials will be translated when needed, and staff will explain documents verbally and in plain language. Urban Triage has internet-connected devices available for participants who need them, along with staff assistance, when completing applications and employment documents. Reasonable accommodations may include American Sign Language interpretation, accessible materials, visual instruction, demonstrations, repetition, additional processing time, and individualized coaching.

Trust is also a participation issue. Many youth and families Urban Triage serves have interacted with systems that judged their circumstances or withdrew support when engagement was not immediate or linear. Urban Triage begins with relationships established through our housing programs, Supporting Healthy Families workgroups, YEP, and community presence. Staff reflect the communities we serve and bring lived experience navigating many of the systems affecting participants.

Workplace barriers may include unfamiliar expectations, communication challenges, emotional regulation, conflict, bias, or a supervisor's limited experience supporting youth. Participants will complete at least 20 hours of preparation in workplace communication, conflict resolution, emotional regulation, financial empowerment, leadership, self-advocacy, and other employment skills. Host-site supervisors will receive structured training, written guidance, regular check-ins, and responsive coaching. Staff will also help interns distinguish between constructive performance feedback and treatment that may be discriminatory or inappropriate.

When a workplace concern occurs, Urban Triage will hear from both the intern and supervisor, determine whether an unmet barrier contributed, clarify expectations, and create a documented corrective plan when appropriate. Staff will monitor the plan and provide coaching rather than allowing a solvable issue to end the internship. Urban Triage will maintain clear employment and safety expectations and promptly address serious misconduct or safety concerns.

Employment staff will not attempt to function as therapists. When grief, trauma, mental-health needs, or a family crisis affects participation, staff will provide a warm referral to an appropriate

behavioral-health, grief-support, or crisis resource while continuing employment support when safe and appropriate.

Each intern will have regular coaching and opportunities to identify what is working, what is interfering with participation, and what support is needed to change. Staff will coordinate with families and host-site supervisors with the young person's knowledge and appropriate consent. Urban Triage will document only the information necessary to coordinate services, monitor participation, and meet contract and employment requirements. Access to sensitive information in Keela will be limited according to staff roles. Housing, disability, mental-health, and family information will not be shared with host sites unless necessary, the disclosure is appropriate, and the youth or family has provided applicable consent.

Barriers, accommodations, referrals, and follow-up responsibilities will be reviewed during weekly case conferences, allowing staff to identify unresolved needs, assign responsibility, and recognize patterns that require changes to transportation, scheduling, communication, training, or host-site support.

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).

Enrollment will begin after recruitment and eligibility review. Applicants will receive a clear, plain-language explanation of the five-week training schedule, weekly stipend, dinner, attendance expectations, available supports, paid internship structure, and the requirement to complete at least 20 hours of training before being hired by Urban Triage.

A standardized application and documented review process will be used to confirm City residency, Wanda Fullmore's eligibility, grade level, and applicable priority factors. Grades, attendance history, lack of prior employment, limited references, disability, language, or unfamiliarity with formal hiring systems will not disqualify an otherwise eligible young person. Applicants will receive their enrollment, waitlist, or referral status by their approved communication method. Urban Triage will hold a group orientation for selected participants and families, with individual follow-up when language, disability, scheduling, confidentiality, or other needs require it.

Each enrolled participant will have one primary Urban Triage staff contact throughout training and placement.

Enrollment and assessment will be conducted as conversations rather than tests of whether a young person is worthy or ready. Staff with lived experience and established community relationships will explain why information is being requested, allow youth to ask questions, and avoid treating housing instability, missed school, family responsibilities, or unfamiliarity with employment systems as personal failures. Participants may decline non-required questions, and staff will not require youth to repeatedly disclose painful experiences to receive support.

Urban Triage will adapt the intake, career-interest, and work-readiness tools already used in YEP. Staff will collect only the information needed to determine eligibility, make an appropriate placement, arrange accommodations, coordinate support, and meet City and employment requirements. This will include contact and emergency information, school and grade level, preferred language and communication method, transportation and scheduling needs, employment-document readiness, accommodation needs, career interests, strengths, and placement preferences. More sensitive information about housing, disability, mental health, or family circumstances will be collected only when needed for eligibility or support.

Parent or guardian consent and required releases will be obtained for minors. Youth who are legally able to consent for themselves will be engaged directly. Family communication will focus on enrollment, scheduling, transportation, attendance when appropriate, barriers that require family coordination, and emergencies or

safety concerns. Information will be shared only with the participant's authorization and in accordance with applicable requirements.

Intake information, assessments, support needs, placement preferences, coaching notes, and transition planning will be maintained in one integrated participant record in Keela. The record will serve as the participant's employment and support plan, eliminating the need for staff to maintain multiple separate forms. It will document the young person's strengths, interests, training goals, preferred work environment, transportation plan, accommodations, support strategies, and desired next steps. Staff will update the record through existing coaching notes when goals or circumstances change.

Participants will have an active role in placement decisions. Staff will explain each proposed assignment, including the work, schedule, location, supervisor expectations, transportation requirements, and available support. The young person's interests, strengths, safety, access needs, and goals will guide matching. Placements will not be made simply because a position is easy to fill.

The five-week pre-internship phase will combine training, relationship building, and preparation for employment. Participants will attend two weekday evening sessions each week, complete at least 20 hours of training, receive dinner at every session, and receive a weekly \$25 stipend. Training will use discussion, demonstrations, practice, role-play, peer learning, site visits, service learning, and coaching. Urban Triage's Supporting Healthy Families and YEP curricula will provide the foundation for workplace readiness, communication, emotional regulation, conflict resolution, financial empowerment, civic engagement, leadership development, and City career exploration.

Attendance will be monitored without treating one missed session as disengagement. When a participant is absent or stops responding, their primary staff contact will reach out using approved communication methods and determine whether transportation, housing, school, caregiving, language, health, or another issue is the cause. Scheduled weekday make-up opportunities will be available. Individual make-up instruction will be used when a documented accommodation or significant barrier requires it. Participants must complete the required 20 hours before employment begins. Those who do not complete training will be offered connection to YEP, a future cohort, or another appropriate employment resource.

Participants who complete training will be hired by Urban Triage and complete employee onboarding before beginning their internship. Onboarding will include employment and payroll documents, wage-payment information, timekeeping and attendance procedures, workplace and confidentiality policies, workers' compensation information, safety expectations, grievance and reporting procedures, and the weekend communication protocol when applicable. Materials will be explained in plain language and translated or provided in accessible formats when needed.

During the eight-week placement, youth check-ins will be coordinated with weekly timekeeping and coaching, so support does not require unnecessary additional meetings. Interns will review attendance, workplace progress, barriers, questions, and any needed changes with their primary Urban Triage contact. They will also have a direct way to raise concerns outside the host site.

Host-site supervisors will participate in orientation before placements begin. Urban Triage will check in early in the placement, at the midpoint, and near completion, with additional contact when attendance, performance, safety, or support concerns arise.

When an attendance or performance concern requires intervention, Urban Triage will hear from the intern and supervisor, identify any contributing barriers, document agreed-upon next steps, and monitor progress. Serious safety concerns or misconduct will be addressed promptly, but a solvable attendance, communication, or performance issue will not automatically end the placement.

Engagement will be monitored through attendance, completion of training, internship hours, weekly coaching, and progress toward the goals documented in Keela. Urban Triage will use one pre/post work-readiness tool adapted from YEP rather than requiring youth to complete multiple overlapping assessments. Brief participant check-ins and an exit reflection will identify what supported engagement, what created barriers, and what

should change. Staff will use that feedback to adjust training, communication, placement support, and future implementation.

During the final phase, each intern will review their employment and support plan, identify progress and remaining goals, complete the transition section of the same Keela record, and help develop the youth-led presentation. Staff will provide referrals, introductions, and follow-up support connected to the participant's chosen next step.

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.,).

Urban Triage Youth Leadership and Career Pathways is a youth employment training, paid internship, work-based learning, and career-development program. Activities will include group classes and workshops, individualized assessment and placement matching, paid employment at City departments and approved partner agencies, workplace coaching, City career exploration, peer leadership, service learning, and transition planning. The program will operate through four connected phases from March through August, followed by 90 days of transition support.

Phase One: Recruitment, Enrollment, and Assessment, March–April

Urban Triage will conduct community-based outreach, review applications, confirm Wanda Fullmore's eligibility, and enroll approximately 25 Madison youth. Selected youth will attend a required group orientation covering the program schedule, training requirements, stipend, internship wages and hours, available supports, employment process, and participant rights and responsibilities. Parents and guardians will receive required consent and program information and will be invited to orientation. If a family cannot attend, staff will provide the necessary information through an individual conversation, telephone call, translated material, or another accessible format. Caregiver attendance will not determine whether an eligible youth can participate.

Each participant will complete intake, career-interest, and work-readiness tools adapted from Urban Triage's existing YEP. The participant and their primary Urban Triage staff contact will use the information to develop a single integrated employment and support record in Keela, identifying the young person's strengths, career interests, preferred work environment, transportation and scheduling needs, accommodations, employment-document readiness, potential barriers, and summer goals.

Phase Two: Pre-Internship Training and Placement Preparation, May

Participants will complete at least 20 hours of pre-internship training over five weeks, through two two-hour weekday evening sessions each week, generally from 5:30 to 7:30 p.m. at Urban Triage's office at 2312 South Park Street. Dinner will be provided at every session, and participants will receive a weekly stipend of \$25.

Training will use discussion, demonstrations, role-play, hands-on practice, peer learning, and reflection, covering: career interests, strengths, and goal setting; resume development, job applications, and interview practice; workplace communication, attendance, time management, and teamwork; conflict resolution, emotional regulation, boundaries, and self-advocacy; workplace rights, safety, harassment, discrimination, and reporting concerns; financial empowerment, including paychecks, deductions, taxes, budgeting, banking, and household financial responsibilities; City government, civic engagement, public service, and City career pathways; transportation, employment documents, payroll readiness, and preparation for the assigned host site; and leadership, peer support, service learning, and preparation for the end-of-summer presentation.

Urban Triage's Supporting Healthy Families and YEP curricula will provide the cultural and relational foundation for training, helping youth examine how race, culture, housing instability, trauma, and family responsibilities can shape employment experiences. The May sessions will prepare youth for peer leadership,

service learning, City career exploration, and the final presentation; the actual site visits, service-learning project, and presentation development will occur during the paid internship phase and count toward interns' scheduled work hours.

Urban Triage and the City will identify internship opportunities within City departments and approved partner agencies. Urban Triage will recruit and assess additional host sites when needed. Before approving a site, Urban Triage will confirm that the assignment complies with applicable youth-employment requirements, avoids prohibited or hazardous duties, provides appropriate supervision and required safety equipment, and has clear emergency and incident-reporting procedures.

Each approved host site will complete a written placement agreement that identifies the assigned supervisor, intern duties, schedule, location, learning goals, timekeeping responsibilities, safety requirements, accommodation process, communication expectations, incident reporting, and weekend procedures, when applicable. Each intern will also have an individual work plan connecting their duties to their interests, skills, and learning goals. Youth will review proposed assignments before a match is finalized, with placement decisions considering meaningful work, safety, accessibility, transportation, schedule, supervision, and alignment with the participant's interests and goals.

Host-site supervisors will complete a 90-minute orientation before placements begin, addressing youth development, culturally responsive supervision, meaningful work assignments, communication and feedback, timekeeping, accommodations, safety, confidentiality, incident reporting, supportive correction, and weekend procedures. Urban Triage will document attendance and provide supervisors with written guidance and a direct staff contact.

Participants who complete the required 20 hours of training will be hired by Urban Triage. Employee onboarding will include employment and payroll documents, wage-payment information, workplace and confidentiality policies, timekeeping and attendance procedures, workers' compensation, safety expectations, grievance and reporting procedures, and review of the host-site assignment.

Phase Three: Paid Internship, Coaching, and Career Exploration, June–Early August

Each intern will complete an eight-week paid internship averaging approximately 20 hours per week at a City department or approved partner agency. Urban Triage will serve as the employer of record and manage payroll, timekeeping, attendance, workers' compensation, employment documentation, and communication involving workplace concerns.

Host sites will provide the work assignments and day-to-day supervision described in the placement agreement. Internship schedules will reflect host-site operating hours and the participant's transportation, school, family, caregiving, and accommodation needs. Host sites may operate on weekends, but Urban Triage staff will be available Monday through Friday from 9:00 a.m. to 5:00 p.m., with limited weekday evening availability for scheduled activities. Interns and supervisors will receive a written weekend communication and safety protocol before placement.

Each intern will have one primary Urban Triage contact. Weekly coaching will be coordinated with timekeeping so youth can discuss their progress, questions, barriers, and support needs without adding unnecessary meetings. Urban Triage will check in with host-site supervisors early in the placement, at the midpoint, and near completion, with additional contact when a concern requires it.

Interns will participate in at least two career-exploration visits during paid program time: one focused on City of Madison departments and careers and one involving an employer, education or training provider, or community workforce setting.

Peer leadership will be built into existing activities rather than added as a separate program. Youth will rotate leadership roles during group discussions, support one another during skill practice, lead portions of the service-learning project, help facilitate reflection activities, and take responsibility for planning and delivering the final presentation.

Interns will also complete a youth-directed group service-learning project: identifying a community issue, selecting a realistic response, dividing responsibilities, implementing the activity during paid program time, and reflecting on its connection to civic engagement and public service. Urban Triage staff will provide structure, safety oversight, and logistical support, while the youth determine the issue, approach, and message. The experience will be incorporated into the end-of-summer presentation.

When an attendance or performance concern arises, Urban Triage will hear from the intern and supervisor, identify contributing barriers, document agreed-upon next steps, and monitor progress. Serious safety concerns or misconduct will be addressed promptly, but a solvable issue will not automatically end the placement.

Phase Four: Presentation, Evaluation, and Transition, August

Interns will work together to develop and deliver an end-of-summer presentation reflecting on their assignments, skills, challenges, career exploration, civic engagement, and service-learning experience. Youth will determine the format, divide leadership roles, and decide which lessons and recommendations they want to share.

Each intern will complete a post-program work-readiness assessment and review the goals documented in their Keela employment and support record. The participant and staff will complete the transition section of that same record, identifying the young person's next step. Options may include continued employment, another internship, postsecondary education or training, a youth apprenticeship, Urban Triage programming, involvement in agriculture and food systems, volunteering, or another pathway aligned with the participant's goals.

Urban Triage will provide referrals, introductions, and follow-up support for approximately 90 days after the program ends, meeting the RFP requirement to provide follow-up services for 3 to 12 months after completion. Follow-up will focus on whether participants connected with their selected next steps, whether another referral is needed, and whether an employment or education barrier requires limited additional support. Program participation and completion will be documented through Keela, payroll, timekeeping, training attendance, placement agreements, and program records.

- 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?

Urban Triage is positioned to serve residents across the Employment and Career Development Equity Priority Areas identified in Appendix A because we already work with Black and lower-income youth and families throughout Madison through our housing programs, Supporting Healthy Families workgroups, YEP, food-access activities, and direct community outreach. Our ability to reach these areas is based on existing relationships and regular community presence, not a plan to enter unfamiliar neighborhoods only after receiving funding.

Urban Triage's confirmed primary program location is its direct training hub at 2312 South Park Street in South Madison, near the Goodman South Madison Library, The Village on Park, and Penn Park. This location is within or immediately accessible to priority block groups in ZIP code 53713. Recruitment, intake, pre-internship training, coaching, family communication, and transition planning will be delivered primarily from this location.

Urban Triage also intends, when feasible and approved, to offer selected Wanda Fullmore outreach, training, or group activities at the Southwest Madison Employment Center at 1233 McKenna Boulevard. The RFP identifies the Center as a place-based employment hub that will provide space for partner agencies to offer services that complement its employment and financial empowerment mission. Urban Triage has submitted a separate application to operate the Center. If selected, Urban Triage would coordinate Wanda Fullmore's activities there as part of the Center's approved

programming. If another organization is selected, Urban Triage would request a co-location agreement with that operator and the City. Because access has not yet been secured, the Southwest Madison Employment Center is not presented as a committed program location. All Wanda Fullmore requirements will be met through Urban Triage's confirmed South Park Street location, regardless of the Center operator's decision.

Urban Triage will prioritize eligible City of Madison youth living in priority block groups in and around:

- South Madison, surrounding South Park Street and the Beltline, primarily within ZIP code 53713.
- Southwest Madison, including Allied Drive, Meadowood, Park Edge/Park Ridge, and Elver Park, primarily within ZIP codes 53711 and 53719.
- West Madison priority areas, primarily within ZIP codes 53717 and 53719.
- North Madison, including neighborhoods near Northport Drive, Packers Avenue, Sherman Avenue, Kennedy Heights, and Brentwood Village, primarily within ZIP code 53704.
- East and Northeast Madison, including Darbo-Worthington, East Washington Avenue, and areas surrounding East Towne, primarily within ZIP codes 53704 and 53714.
- Southeast Madison priority block groups and Neighborhood Resource Team areas, primarily within ZIP code 53716.

Appendix A designates priority areas by census block group and neighborhood conditions rather than by entire ZIP code. Urban Triage will use participant addresses and the City's map to verify residence within a designated area. Youth living outside a priority area may still participate if they meet Wanda Fullmore's eligibility requirements, but outreach and enrollment will prioritize residents of the identified areas.

Urban Triage's South Madison office and existing food-access points in South and North Madison give staff regular contact with families in several of these communities. Staff will also conduct outreach at apartment complexes, libraries, community centers, and other trusted locations within the identified areas.

Transportation needs will be assessed before internship placement. Urban Triage will provide Madison Metro bus passes, help participants plan and practice routes, coordinate transportation with families, and consider travel time and transit availability when matching youth with host sites. A placement will not be approved until staff confirms that the intern can reliably reach training, required group activities, and every assigned shift.

When public transit or family transportation is not safe or workable, Urban Triage may arrange transportation through employees who have completed required screening and are approved under our automobile insurance policy. Staff who are not approved drivers will not transport participants. Weekend assignments will only be approved when the participant has a reliable transportation plan, and the host site can provide appropriate supervision.

Participant addresses, transportation needs, and enrollment by Equity Priority Area will be tracked in Keela. Staff will review recruitment patterns while enrollment remains open and adjust outreach locations and communication methods if youth from an identified area are not being reached.

- 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): 2312 S Park St, Madison, WI 53713, Or At the Black Excellence Center. Urban Triage is moving into the building this September.		
Day of the Week	Start Time	End Time
Monday	9am	4:30 PM
Tuesday	9:00 a.m.	4:30 p.m.
	5:00 p.m.	7:30 p.m.
Wednesday		
	9 am	4:30 PM
Thursday	9 am	4:30 PM
	5 PM	7:30 PM
Friday	9 AM	4:30 PM
Saturday		
Sunday		

**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:

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.

Urban Triage Youth Leadership and Career Pathways was developed from ongoing engagement with youth and families participating in our housing programs, Supporting Healthy Families workgroups, Youth Employment Program (YEP), and Annual Summer Youth Employment and Placement Initiative. This proposal formalizes what youth and families have repeatedly communicated through program participation, individual conversations, family communication, placement experiences, and requests for support. Parents and young people identified a gap for youth who wanted to work but were not connected to school-based employment pipelines or were overlooked because housing instability affected attendance, grades, communication, transportation, or access to employment documents.

Twenty youth completed Urban Triage's initial 2026 YEP programming, and another 15 entered the current cohort. Their direct feedback, along with what Urban Triage learned from attendance patterns, placement experiences, and ongoing communication with families, helped us identify which supports enable participation and which program practices create unnecessary barriers.

Youth and family input and Urban Triage's implementation experience informed the following elements of this proposal:

- Weekday evening training that does not conflict with the school day, with dinner and a weekly stipend to reduce food and financial barriers.
- Paid internships after participants complete the required pre-internship training.
- Transportation planning, assistance in obtaining identification, and support in completing employment documents.
- Multiple approved communication methods when telephone numbers, housing situations, or family circumstances change.

- Placement matching based on each young person's interests, strengths, goals, and access needs rather than position availability alone.
- Family communication and continued coaching when scheduling, transportation, housing, attendance, communication, or workplace concerns threaten participation.
- Employment access that does not depend on perfect grades, attendance, references, or previous work experience.
- Follow-up support after the summer ends.

These supports come directly from what Urban Triage has learned while helping youth prepare for employment, enter workplaces, and remain engaged when circumstances change. Because Urban Triage works with families across housing, employment, and Supporting Healthy Families programming, their experiences influence program decisions before enrollment and continue informing support throughout the internship.

Youth and families will remain involved throughout implementation. Selected participants and families will be invited to a group orientation before training begins. Parent or guardian consent and required releases will be obtained for minors, but caregiver attendance at orientation will not determine whether an eligible youth can participate. Families unable to attend will receive the necessary information through an individual conversation, telephone call, translated materials, or another accessible format.

Each participant will have one primary Urban Triage staff contact. Youth will identify their preferred communication method and, within applicable consent and legal requirements, determine how they want family members involved. Family communication will focus on enrollment, scheduling, transportation, attendance when appropriate, barriers requiring family coordination, and emergencies or safety concerns. Urban Triage will not require young people or families to repeatedly disclose painful experiences to receive support.

Youth will have an active role in selecting their internship placements. Staff will explain the proposed duties, schedule, location, supervisor expectations, transportation requirements, and available support before a match is finalized. Each young person's interests, strengths, goals, access needs, and feedback will guide the placement decision. During training and placement, youth will also shape program activities through peer-leadership roles, selection and implementation of the group service-learning project, and development of the end-of-summer presentation.

Weekly coaching will give interns a consistent opportunity to identify what is working, what is creating a barrier, and what support is needed to change. Urban Triage will also conduct a brief midpoint check-in focused on the training or placement experience, supervision, transportation, communication, and needed support. Families may share concerns or recommendations through the participant's primary staff contact using their preferred language and communication method. Staff will respond during program delivery rather than waiting until the end of the summer to learn that a schedule, placement, communication method, or support strategy was not working.

Youth and families will also contribute to program assessment. Participants will complete brief check-ins, a post-program work-readiness assessment, and an exit reflection addressing training, placement quality, supervision, barrier-removal support, career learning, and recommendations for improvement. Families will be invited to provide feedback through a brief end-of-program survey or conversation. Participation in feedback activities will be voluntary and will not affect employment, services, or future eligibility.

Urban Triage will review youth and family feedback alongside attendance, training completion, internship participation, and host-site information. Findings will be included in the required year-end report and used to improve recruitment, training, communication, transportation support, host-site preparation, and future program design. Youth will decide which lessons and recommendations to elevate during the end-of-summer presentation. Urban Triage will also provide participants and families with a plain-language

summary of what we learned, the changes we will make in response to their feedback, and which recommendations require continued coordination with the City or host sites.

- 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.

Urban Triage's programs are informed by the people we serve, the neighborhoods where we work, and staff whose lived experience reflects the communities we support. We hire people from the communities we serve, including people who have navigated housing instability, poverty, incarceration, violence, substance use and recovery, mental-health needs, and the systems affecting our participants. That knowledge is strengthened through our daily contact with neighborhood residents, employers, housing providers, libraries, and other community institutions.

The proposed program also draws from Urban Triage's experience employing youth directly and connecting young people with local businesses. Existing employment access points have included Urban Air Adventure Park, Portillo's, Charlotte Russe at West Towne Mall, Pick 'n Save on South Park Street, Speedway on Fish Hatchery Road, and multiple KFC locations. These businesses hired youth referred by Urban Triage and gave our staff practical experience addressing applications, schedules, communication, workplace expectations, supervision, and the support young employees may need after placement. They are included as evidence of Urban Triage's prior placement experience. They are not committed to Wanda Fullmore's host sites, collaborators, or joint applicants for this proposal.

Urban Triage also engages residents through our office at 2312 South Park Street, housing and youth programming, Supporting Healthy Families workgroups, produce distribution, community refrigerators, neighborhood gardens, and direct outreach. The community refrigerator at the Goodman South Madison Library, the Northside refrigerator at Little Tibet Market & Cafe, and our community garden activities create regular points of contact with residents who may not enter Urban Triage through a formal program or referral. What residents and staff encounter across these settings has helped Urban Triage understand how housing instability, transportation, food insecurity, grief, family responsibilities, interrupted school connections, and limited professional networks affect youth employment.

During implementation, Urban Triage will conduct direct outreach in Employment and Career Development Equity Priority Areas and make program information available at apartment communities, libraries, community centers, schools, housing providers, and other locations frequented by eligible youth. These are outreach and referral access points, not committed program collaborators or joint applicants. Youth will not need a referral from another organization to apply.

The City will assist Urban Triage in identifying City departments and approved partner agencies willing to host interns. Because those host sites have not yet been selected, Urban Triage is not representing any City department, business, or community organization as a committed host site in this application. Once host sites are identified, Urban Triage will work with each site to develop a clear job description, schedule, supervision plan, and meaningful work assignment before placing an intern. The intern will receive information about the duties, location, schedule, supervisor expectations, and transportation requirements before accepting the placement.

Host-site supervisors will complete orientation before interns begin working and receive written guidance covering youth supervision, communication, cultural responsiveness, safety, documentation, and procedures for raising concerns. Urban Triage will check in with supervisors early in the placement, at the midpoint, and near completion, with additional communication when support is needed.

The youth-directed service-learning project will create an opportunity for neighborhood engagement without predetermining the issue or asking an organization to commit before the youth select their direction. Interns will identify a community issue, gather information from residents or organizations familiar with that issue, select a response that

can be completed within the program's time and resources, divide responsibilities, implement the project, and reflect on what they learned. Any resident or organization involved in the activity will be invited to provide a brief verbal or written reflection about whether the engagement was respectful and meaningful, what the youth contributed, and what should be considered in future community projects.

Program assessment will include distinct perspectives. Interns will assess the quality of their work, supervision, workplace safety, cultural responsiveness, skill development, and career learning. Supervisors at City departments and approved host agencies will provide feedback on placement design, intern support, communication, and Urban Triage's coordination. City department supervisors and City staff responsible for coordinating or overseeing Wanda Fullmore will also be invited to identify program strengths, implementation concerns, and opportunities for improvement.

Urban Triage will review youth, resident, host-site, and City feedback alongside recruitment, attendance, training completion, internship participation, and placement outcomes. Findings will be included in the required year-end report and used to improve access points for recruitment, training content, placement matching, host-site preparation, communication, barrier-removal support, and community engagement for future cohorts.

- 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 that highlights how the agency will support the program.
- Joint Lead applicants **MUST** include the program partners list, their role & responsibilities, contact person, and attach a Memorandum of Understanding MOU.

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
Madison Metropolitan School District	Support outreach to eligible students and families; share program information through appropriate school-based channels; refer interested youth; and, when appropriate and authorized, support connections to school staff and education, career, apprenticeship, or postsecondary pathways.	Tony Harris / Social Worker LaFollete High School	No Letter of support included
Madison Metropolitan School District	Support outreach to eligible students and families; share program information through appropriate school-based channels; refer interested youth; and, when appropriate and authorized, support connections to school staff and education, career, apprenticeship, or postsecondary pathways. Laura will also connect UT to schools and	Laura Glaub MMSD Lead Attendance Social Worker	No Letter of support included

	events and support us with access points within the school district.		

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

Madison Metropolitan School District will support outreach and referral through Urban Triage’s established working relationships with Tony Harris, a social worker at La Follette High School, and Laura Glob, MMSD’s Lead Attendance Social Worker. Tony Harris provides a direct point of contact for eligible students and families at La Follette High School. Laura Glob provides connections to attendance social workers and other relevant networks and access points across MMSD. These relationships are particularly important for reaching students whose attendance or connection to school has been disrupted by homelessness, housing instability, transportation barriers, or family circumstances.

Urban Triage does not have a formal MOU with MMSD because changes in the District’s legal and administrative requirements have created barriers to the establishment of new formal agreements. However, Urban Triage maintains established working relationships with multiple MMSD social workers and school-based access points. Tony Harris and Laura Glob will provide Letters of Support describing their roles. MMSD is a program collaborator, not a joint applicant. Any communication or coordination involving an individual student will follow applicable consent, confidentiality, and District requirements.

How do these partnerships enhance this proposal?

Urban Triage’s relationships with Tony Harris, a Social Worker at La Follette High School, and Laura Glob, the Lead Attendance Social Worker for MMSD, strengthen this proposal by creating school-based access points for eligible youth. Tony provides a direct connection to students and families at La Follette. Laura can share information through attendance at social workers and other relevant MMSD networks within the scope of her role.

These relationships are especially valuable for reaching students whose connection to school or employment opportunities has been affected by homelessness, housing instability, transportation barriers, caregiving responsibilities, or family crises. Social workers regularly encounter students navigating these circumstances and can provide accurate program information to youth who may not receive it through conventional classroom, counseling, or employment channels.

Urban Triage will provide Tony and Laura with clear information about eligibility, program dates, the five-week training requirement, the training stipend and dinner, paid internship hours, and available support. They may share the opportunity through the school-based channels available to them. Interested youth and families may contact Urban Triage directly or authorize a referral. Urban Triage will determine eligibility and remain responsible for intake, assessment, training, employment, payroll, placement coordination, barrier removal, evaluation, and follow-up. Student records or confidential information will not be requested or shared without appropriate authorization.

When appropriate and authorized, Tony and Laura may also help connect participants with relevant school staff and educational, career, apprenticeship, or postsecondary resources. This supports continuity between the summer internship and each young person’s longer-term academic and career goals without transferring program responsibilities to MMSD.

Urban Triage does not currently have a formal MOU with MMSD. The attached Letters of Support from Tony Harris and Laura Glaub document the collaboration and the school-based access each will provide. MMSD creates an additional entry point for reaching eligible students, while Urban Triage provides the individualized employment preparation, family coordination, and barrier-removal support needed to help referred youth participate and complete the internship.

What are the decision-making agreements with each partner?

Urban Triage will retain decision-making authority for all program operations, including eligibility, enrollment, training completion, hiring, internship matching, payroll, participant support, corrective action, evaluation, and follow-up. MMSD and its staff will not select participants, make employment decisions, assign internship placements, supervise Urban Triage employees, or control program funds.

Tony Harris will decide how and when program information can be shared through appropriate channels at La Follette High School and whether a student or family may benefit from a connection to Urban Triage. With the youth's or family's authorization, Tony may help facilitate the initial connection and coordinate with relevant school staff when school-based support is needed. Urban Triage will make all eligibility and enrollment decisions after speaking directly with the youth and family.

Laura Glaub will decide how program information can appropriately be shared with attendance social workers and other relevant MMSD access points within the scope of her role. She may help Urban Triage identify the appropriate school-based contact or pathway for reaching students, but she will not make decisions about who is accepted, hired, or placed.

Decisions involving an individual student's school information, educational needs, or connection to school-based resources will be made with the appropriate MMSD staff member and only with applicable consent. Urban Triage will not request or share confidential student information without authorization.

There is no shared governance arrangement or joint control of the program. When a coordination issue arises, Urban Triage's designated program lead and the relevant MMSD contact will discuss the issue and determine what each organization can address within its role. Urban Triage will remain responsible for meeting City requirements and making the final program decision. The attached Letters of Support document the collaboration; no formal MOU is currently in place.

- 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?

Urban Triage Youth Leadership and Career Pathways will provide participants with employment preparation, paid work experience, career exploration, financial education, individualized coaching, and practical support needed to enter and complete an internship. Resource needs will be identified through intake, career-interest and work-readiness assessments, weekly coaching, appropriate family communication, and coordination with host-site supervisors.

Before placement, participants will receive at least 20 hours of training in workplace readiness, professional communication, emotional regulation, conflict resolution, leadership, civic engagement, financial empowerment, and City career exploration. Staff will help youth prepare résumés, complete applications, practice interviews, obtain identification, complete payroll and employment documents, understand timekeeping, and establish a safe way to receive their wages. Internet-connected devices and staff assistance will be available for participants completing applications or employment forms.

Participants will receive dinner and a \$25 weekly stipend during the five-week training phase. After completing the required training, they will become Urban Triage employees and receive wages for their eight-week internship. Financial

education will help interns understand paychecks, taxes, deductions, direct deposit and other wage-payment options, budgeting, banking, and how employment income may affect their household.

Transportation support will include Madison Metro bus passes, route planning and practice, coordination with families, and consideration of travel time and transit availability during internship matching. When public transportation or family transportation is not safe or workable, Urban Triage may arrange transportation through employees who have completed required screening and are approved under our automobile insurance policy. The program will also help participants obtain required uniforms, work shoes, or other basic work supplies when those costs would prevent participation.

Each participant will have one primary Urban Triage staff contact and one integrated employment and support record in Keela. The record will document the participant's interests, goals, preferred work environment, transportation plan, communication preferences, accommodations, employment-document readiness, support needs, and transition goals. Staff will update the record through existing coaching notes instead of maintaining multiple overlapping plans.

When a participant needs an additional resource, the primary staff contact will explain the available options and help the youth determine which resource fits their circumstances. Coordination may include making a call with the participant, helping complete a form, arranging an introduction, confirming an appointment, addressing transportation, and following up to determine whether the service was received. Providing a telephone number or website alone will not be considered a completed connection.

This proposal builds on youth-serving infrastructure Urban Triage already operates under separate agreements with Dane County Human Services. Urban Triage operates a youth drop-in center where youth and families can ask questions, access housing navigation, receive support during family crises, and connect with additional resources. Urban Triage also operates a youth transitional housing facility and currently provides youth domestic-violence services. These are existing, separately funded Urban Triage programs. They are not proposed as Wanda Fullmore activities, and Dane County Human Services is not being presented as a collaborator in this application.

Youth and families experiencing housing instability may be screened for appropriate Urban Triage services or connected with another housing resource based on eligibility, availability, and their needs. Families experiencing food insecurity may access Urban Triage's produce distribution, community refrigerators, gardens, and other available food resources. Participants interested in agriculture, food systems, hemp production, or entrepreneurship may be introduced to Urban Triage's agriculture programming and related learning opportunities.

Urban Triage's relationships with Tony Harris at La Follette High School and Laura Glaub, MMSD's Lead Attendance Social Worker, create school-based access points for participants who need help reconnecting with school staff or identifying educational, career, apprenticeship, or postsecondary resources. Any student-specific coordination will occur with appropriate authorization. Urban Triage will not request or share confidential school information without consent.

Language and accessibility resources will be coordinated through Urban Triage's bilingual English- and Spanish-speaking staff member, LanguageLine Services, translated essential materials, accessible communication formats, and reasonable accommodations. Accommodations may include American Sign Language interpretation, visual instruction, demonstrations, repetition, additional processing time, accessible materials, or individualized coaching.

When grief, trauma, mental-health needs, substance use, family violence, legal concerns, or another specialized need affects participation, employment staff will connect the youth or family with an appropriate qualified provider or community resource. Staff will help make the connection and continue employment support when safe and appropriate. Employment staff will not provide clinical, legal, or other services outside their roles and qualifications. Emergency or immediate safety concerns will be directed to the appropriate crisis or emergency resource.

Resource needs, referrals, accommodations, and follow-up responsibilities will be reviewed during weekly case conferences. This allows staff to assign responsibility, identify unresolved barriers, and coordinate support without requiring participants to repeat their circumstances to multiple employees. Information will be documented only as

needed for service coordination, employment, safety, and contract compliance, with access limited according to staff roles.

During the final phase, each intern will complete an individualized transition plan identifying a next step in employment, education, training, apprenticeship, agriculture and food systems, volunteering, or another pathway connected to their goals. Urban Triage will provide introductions, referrals, and approximately 90 days of follow-up support after program completion. Staff will monitor whether participants connect with the identified resource and help address barriers that could prevent the next step.

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.

Urban Triage will measure program outputs through Keela, training attendance records, employee onboarding records, host-site timesheets, payroll records, coaching notes, and completion records. Each participant will have one unique Keela record and will be counted once, regardless of the number of training sessions, referrals, coaching contacts, or other services received.

Urban Triage will track: the number of youth who enroll; the number who complete at least 20 hours of pre-internship training; the number who become Urban Triage employees and begin an internship; the number who complete internship hours and the full program; hours of training and internship programming; wages paid by City funds; youth participating in financial-empowerment education; youth paid by direct deposit into a newly opened account; the number of youth who apply to private-sector employment or internship placements; the number of youth who apply to youth apprenticeship or postsecondary education opportunities; the number of City departments, neighborhood centers, and City-funded agencies providing internship placements; career-exploration activities completed; and individualized transition plans completed. This program does not award industry-recognized certificates, so the output does not apply to this design.

Program staff will review participation data weekly. The Program Manager will reconcile Keela records with attendance, host-site timesheets, and payroll records before submitting reports to the City. Youth participating in another Urban Triage program will still be counted only once in the Wanda Fullmore unduplicated participant total.

- B. Program Outcomes

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

Urban Triage selected four outcome objectives from the RFP's Desired Outcomes for Youth Employment Services: knowledge of career and educational options, improvement toward or proficiency in work-readiness skills, completion of the youth-led end-of-summer presentation, and increased ability to manage thoughts, emotions, and behavior that may interfere with employment. Urban Triage did not select the dual-credit or Start College Now outcome because those activities are not part of the proposed program design.

The primary local data sources used to select these outcomes were Urban Triage's YEP pre/post work-readiness and career-knowledge assessments; Keela participant records; attendance and completion records; coaching notes; placement records; and feedback gathered from youth and families through YEP cohorts beginning in March 2026. Twenty youth completed the initial YEP programming, and another 15 entered the current cohort. These records show that participants engage with structured employment preparation when it is paired with consistent coaching and support addressing transportation, housing instability, communication, documentation, and other barriers.

Because Urban Triage has not previously operated Wanda Fullmore and does not have program-specific historical outcome data, each selected RFP outcome measured against the full enrollment cohort has a first-year

target of 18 of 25 participants, or 72%. This provides a clear and measurable first-year standard without presenting YEP placement data as Wanda Fullmore baseline data.

Urban Triage also added a program-specific equity outcome based on intake, housing, and employment-service records showing that housing instability, homelessness, and disconnection from employment pathways affect participation and completion. The program will compare the completion rate of participants reporting one or more of these barriers at intake with the overall cohort completion rate. The target is for the subgroup's completion rate to remain within 10 percentage points of the overall cohort rate. The subgroup target number will be calculated from actual enrollment because the number of participants reporting these circumstances may vary. First-year findings will inform program improvements and future-year targets without changing the approved targets during the contract period.

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: Career/Educational Knowledge				
Outcome Objective: 72% of program participants will demonstrate increased knowledge of career and/or educational options by the end of the program.				
Performance Standard	Targeted Percent	72	Targeted Number	18 out of 25
	Actual Percent	n/a	Actual Number	n/a
Measurement Tool(s) and Comments: Pre/post work-readiness and career-knowledge assessment, adapted from Urban Triage's Youth Employment Program (YEP).				
Methodology: The assessment will be administered at intake and again at program completion. It will ask participants to identify career and educational pathways relevant to their interests, including City career options introduced through career-exploration visits. Improvement will be measured by comparing each participant's pre- and post-assessment responses.				

Outcome Objective #2: Work Readiness Skills 72% of program participants will demonstrate improvement in or proficiency in work-readiness skills by the end of the program.				
Performance Standard	Targeted Percent	72	Targeted Number	18 out 25
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Pre/post work-readiness assessment, adapted from YEP.				
Methodology: The same pre/post tool used for Outcome 1 will assess workplace communication, time management, teamwork, and professional accountability. Staff will score pre- and post-assessment results and compare individual and aggregate improvement.				

Outcome Objective #3: Youth-Led End-of-Summer Presentation 72% of participants will complete the youth-led end-of-summer presentation.				
Performance Standard	Targeted Percent	72	Targeted Number	18 out 23
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Program completion and attendance records.				
Methodology: Urban Triage will track participation and completion of the group service-learning project and end-of-summer presentation through Keela and staff observation records. Completion means the participant took an active role in developing and delivering the presentation.				

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

Outcome Objective #4: Emotional and Behavioral Self-Management 72% of participants will show increased understanding and demonstrate the ability to manage thoughts, emotions, and behavior that might interfere with employment.				
Performance Standard	Targeted Percent	72	Targeted Number	18 out 25
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Pre/post assessment (emotional regulation and conflict-resolution component), staff coaching notes.				
Methodology: The pre/post tool includes items addressing emotional regulation, conflict resolution, and workplace behavior management, consistent with training content. Weekly coaching notes will supplement assessment data where a participant demonstrates applied skill growth not fully captured by self-report.				

Outcome Objective #5 Equitable Completion for Youth Facing Instability:				
Outcome Objective: Participants who report housing instability, homelessness, or prior disconnection from employment pathways at intake will complete the program at a rate within 10 percentage points of the overall cohort completion rate.				
Performance Standard	Targeted Percent	72	Targeted Number	18 out 25
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Keela intake and completion records.				
Methodology: Urban Triage will compare completion rates between participants who identify housing instability, homelessness, or prior disconnection from employment at intake and the overall program cohort, testing whether the program design closes completion gaps rather than replicating them.				

- 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?

Urban Triage will use Keela as the primary participant and program data system. Each youth will have one unique participant record used to document demographics, eligibility, City residency, grade level, income range, Equity Priority Area residence, preferred language and communication method, accommodations, intake and assessment results, training attendance, coaching, referrals, internship placement, transition planning, and follow-up. This structure will allow Urban Triage to report unduplicated participants without counting the same youth multiple times for receiving different services.

Program activities will be documented through Keela, training rosters, host-site records, employee onboarding documents, timesheets, and payroll records. Urban Triage will track training and internship hours, financial empowerment participation, career exploration activities, supervisor orientation and check-ins, youth-led service learning, completion of the end-of-summer presentation, wages paid, direct deposit participation, and applications for employment, apprenticeships, training, or postsecondary opportunities.

Outcome data will be captured through YEP-adapted pre/post work-readiness and career-knowledge assessments, attendance and completion records, participant check-ins, exit reflections, host-site and City feedback, and Keela records. Intake information will identify participants who report housing instability, homelessness, or prior disconnection from employment, so Urban Triage can compare that subgroup's completion rate with the overall cohort. Only information needed for eligibility, service coordination, evaluation, employment, and City reporting will be collected.

Program expenses will be tracked through Urban Triage's payroll and financial accounting systems. Consistent with Urban Triage's standard practice, once a contract is finalized, the program will be assigned its own classification code so wages, payroll taxes, fringe benefits, stipends, transportation, meals, work supplies, personnel, and administrative expenses can be identified and reconciled with the approved budget.

Urban Triage maintains a three-level financial control process for all program expenses. The Program Director enters each expense and verifies that it is allowable and aligned with the approved project budget. The expense is then reviewed by the Operations Manager for compliance and entered into Urban Triage's billing system. Founder and CEO Brandi Grayson provides final approval before payment, and the Program Administrator processes payment once approved. Urban Triage's CPA, a contracted professional, handles invoicing, reimbursement, and financial reporting; program staff is responsible for narrative and

program-specific reporting. The Operations Manager's role is typically charged as an administrative or indirect cost, and the CPA is typically budgeted as a separate contracted line item; financial oversight staff are generally not billed or represented as direct program staff. Payroll records, invoices, receipts, payment records, and the general ledger will support expense reporting and reconciliation with the approved budget.

Program staff will review participation and activity data weekly. The Program Manager will conduct file reviews and reconcile Keela, attendance, host-site timesheets, and payroll records. Access to participant and financial information will be limited by staff role, and confidential information will be shared only as authorized or required.

6. PROGRAM STAFFING AND RESOURCES:

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

B.

Position Title	FTE	Required Certifications and Training	Location(s)
Program Director	.004	Urban Triage background screening; Supporting Healthy Families and YEP curricula; motivational interviewing; trauma-informed and culturally responsive services; youth protection and abuse prevention; systems navigation; family and community resource coordination; confidentiality, documentation, professional boundaries, crisis and incident-response procedures, and Wanda Fullmore/City program onboarding. CPR and first-aid certification through Winston CPR, renewed every two years. Insurer approval and transportation training are required before transporting participants.	Urban Triage, 2312 South Park Street; approved host sites; scheduled community and family resource locations
Program Administrator	.12	Urban Triage background screening; Supporting Healthy Families and YEP program orientation; trauma-informed and culturally responsive services; youth protection and abuse prevention; confidentiality, documentation, host-site coordination, employer and supervisor communication, community outreach, professional boundaries, incident-reporting procedures, and Wanda Fullmore/City program onboarding.	Urban Triage, 2312 South Park Street; approved host sites as needed

Facilitator	.07	Urban Triage background screening; Supporting Healthy Families and YEP curricula; facilitation; motivational interviewing; trauma-informed and culturally responsive services; youth protection and abuse prevention; confidentiality, emotional regulation, conflict resolution, professional boundaries, and Wanda Fullmore/City program onboarding. CPR and first-aid certification through Winston CPR, renewed every two years.	Urban Triage, 2312 South Park Street; approved host sites as needed
CEO	Flat Rate	Urban Triage background screening; Supporting Healthy Families and YEP curricula; curriculum development and facilitation; motivational interviewing; trauma-informed and culturally responsive services; youth protection and abuse prevention; contract compliance, financial oversight, confidentiality, professional boundaries, and Wanda Fullmore/City program onboarding	Urban Triage, 2312 South Park Street; approved host sites as needed
Youth Coach	.40	Urban Triage background screening; Supporting Healthy Families and YEP curricula; motivational interviewing; trauma-informed and culturally responsive services; youth protection and abuse prevention; systems navigation; family and community resource coordination; confidentiality, documentation, professional boundaries, crisis and incident-response procedures, and Wanda Fullmore/City program onboarding. CPR and first-aid certification through Winston CPR, renewed every two years. Insurer approval and transportation training required before transporting participants.	Urban Triage, 2312 South Park Street; approved host sites as needed

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

Urban Triage does not plan to use volunteers for direct service delivery or unsupervised contact with Wanda Fullmore participants. Recruitment, training, coaching, transportation, family communication, host-site coordination, and participant support will be provided by Urban Triage employees. Guest speakers, community members, and career-exploration presenters will not be treated as program staff and will not have unsupervised access to participants.

If a volunteer role involving direct participant contact is added, the volunteer must complete Urban Triage's background screening before beginning. Required onboarding will include youth protection and abuse prevention, confidentiality, professional boundaries, culturally responsive and trauma-informed engagement, incident reporting, emergency procedures, and the volunteer's specific responsibilities. Volunteers will be supervised by designated Urban Triage staff and will not independently provide case management, make eligibility or employment decisions, access confidential Keela records, or transport participants.

Any volunteer proposed to transport participants must separately complete the required driver and insurance screening and be approved under Urban Triage's automobile insurance policy before transporting a youth. Volunteers who do not meet those requirements will not drive participants. Concerns involving volunteer conduct, boundaries, or safety will be documented, reviewed immediately by program leadership, and may result in removal from the program.

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

Resource/Input	Current Status and Plan
Program and training space	In place. Recruitment, intake, training, coaching, family communication, and transition planning will be based at Urban Triage's physically accessible office at 2312 South Park Street. The location has meeting and training space, private areas for individual conversations, internet-connected devices, office equipment, and video-conferencing capacity for hybrid City activities when needed.
Curriculum and training materials	In place and requiring program-specific adaptation. Urban Triage will use its existing Supporting Healthy Families and YEP curricula as the foundation for workplace readiness, communication, emotional regulation, conflict resolution, leadership, civic engagement, and financial empowerment. Wanda Fullmore-specific facilitator materials and accessible participant materials will be finalized by April 30, allowing time for staff preparation, translation, and accommodation before training begins.
Technology and data systems	In place. Urban Triage has Keela, employee onboarding, timekeeping, payroll, and financial accounting systems. Internet-connected devices and staff assistance will be available to participants who lack reliable technology for applications, employment forms, virtual activities, or transition planning.

Transportation	Partially in place. Urban Triage has route-planning capacity and employees who may transport participants after completing required screening and receiving approval under Urban Triage's automobile insurance policy. Funds for Madison Metro passes and other program-specific transportation assistance will be reserved in the final budget. Transportation plans, travel time, and transit availability will be confirmed before each placement is approved.
Training meals and stipends	To be secured through the program budget. Each participant will receive a \$25 weekly stipend during the five-week training phase, totaling up to \$3,125 for 25 participants. Dinner will be provided during each of the ten training sessions. Payment procedures, meal arrangements, and the final meal allocation will be established before training begins in May.
Internship wages and employment infrastructure	Employment infrastructure is in place. Urban Triage currently maintains employee onboarding, payroll, timekeeping, workers' compensation, and financial-control systems. Program funding is needed to cover intern wages, payroll taxes, and applicable fringe benefits during the eight-week internship. Urban Triage will establish program-specific payroll codes, confirm workers' compensation classifications, and finalize intern onboarding procedures before participants are hired.
Host sites, workspaces, supervisors, and equipment	To be secured in coordination with the City. The City will assist with identifying City departments and approved partner agencies willing to host interns. Urban Triage will work with identified sites from March through May to confirm a supervisor, job description, schedule, meaningful duties, workspace, necessary equipment, safety requirements, accessibility and accommodations, and transportation feasibility. These requirements must be documented before placements begin in June.
Work clothing, identification, and basic supplies	To be secured based on individual and placement needs. Funds will be reserved in the final program budget to assist with the costs of identification documents, uniforms, work shoes, and basic supplies when those costs would otherwise prevent participation. Host sites will identify and provide job-specific equipment and protective equipment required for assigned duties. Urban Triage will verify that the required equipment is available before approving the placement.

Language and accessibility support	Partially in place. Urban Triage has one bilingual English- and Spanish-speaking staff member, LanguageLine Services, and the capacity to provide plain-language verbal and written communication. Written translation, American Sign Language interpretation, specialized accessible materials, and other reasonable accommodations will be arranged as individual needs are identified during outreach, intake, training, and placement.
Housing, food-access, and resource-navigation support	In place through Urban Triage's existing programs. Participants and families may be screened for appropriate Urban Triage housing services based on eligibility and availability. They may also access Urban Triage's produce distribution, community refrigerators, gardens, and resource-navigation support. Specialized needs outside Urban Triage's role will be addressed through referrals to qualified community resources rather than presented as committed program collaborations.
Career-exploration and community activities	Partially in place. Urban Triage has community access points and experience coordinating youth employment and career exposure, but no organization is being represented as a committed Wanda Fullmore career-exploration partner. Specific activities will be scheduled after the award and informed by participant interests. The program will include at least two career-exploration visits during paid program time: one focused on City careers and one involving an employer, educational institution, training provider, or community workforce setting. The youth-directed service-learning activity will be planned after participants identify the community issue they want to address.

7. BUDGET

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

Joint/Multi-Agency Applications

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

8. If applicable, please complete the following:

A. Disclosure of Conflict of Interest

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

B. Disclosure of Contract Failures, Litigations

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

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

Legal Name of Organization	Urban Triage
Mailing Address	2312 S Park st
Telephone	608 520 3062
FAX	n/a
Director	Brandi Grayson
Email Address	bgrayson@urbantriage.org
Additional Contact	Antavia Grayson
Email Address	Agrayson@urbantriage.
Legal Status	Private: Non-Profit
Federal EIN:	84-3297905

2. PROPOSED PROGRAMS

	2027		If currently City funded	
Program Name:	Letter	Amount Requested	2026 Allocation	Joint/Multi Application - SELECT Y/N
Urban Triage Youth Leadership and Career Pathways	A	\$95,000		N
Contact:				
	B			
Contact:				
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$95,000		

DEFINITION OF ACCOUNT CATEGORIES:

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

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

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 c

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 counsel 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		100%		100%			
GENDER							
MAN	1	11%	2	10%			
WOMAN	8	89%	19	90%			
NON-BINARY/GENDERQUEER		0%		0%			
PREFER NOT TO SAY		0%		0%			
TOTAL GENDER	9	100%	21	100%			
AGE							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	9	100%	21	100%			
60 AND OLDER		0%		0%			
TOTAL AGE	9	100%	21	100%			
RACE							
WHITE/CAUCASIAN	4	44%	4	19%	80%	67%	16%
BLACK/AFRICAN AMERICAN	4	44%	17	81%	7%	15%	39%
ASIAN		0%		0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE		0%		0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER		0%		0%	0%	0%	0%
MULTI-RACIAL	1	11%		0%	3%	4%	26%
BALANCE/OTHER		0%		0%	1%	2%	28%
TOTAL RACE	9	100%	21	100%			
ETHNICITY							
HISPANIC OR LATINO		0%		0%	7%	9%	26%
NOT HISPANIC OR LATINO	9	100%	21	100%	93%	81%	74%
TOTAL ETHNICITY	9	100%	21	100%			
PERSONS WITH DISABILITIES	0	0%	0	0%			

*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)

No. Urban Triage serves a population that is approximately 70% Black, while our Board of Directors is approximately 60% White and 40% Black. This does not reflect the population we serve, though it is closer to the demographics of Dane County as a whole, which is nearly 90% White. All executive leadership roles within Urban Triage, including board officer positions, are held by Black leaders, and our staff is predominantly Black. Urban Triage has always been intentionally rooted in ensuring that organizational and board leadership remains Black-led. We have ongoing plans for additional board recruitment based on the skills and needs of the organization, rather than recruiting based on race alone, while continuing to prioritize leadership that reflects the community we serve.

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2025

10

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

10

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

10

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

Name	Dana Pellebon			
Home Address	2764 Osmundsen Rd Fitchburg, WI 53711			
Occupation	Executive Director RC			
Representing	President			
Term of Office		From:	03/2024	To: 12/2027
Name	Kayla Conklin			
Home Address	Unknown			
Occupation	HR Specialist			
Representing	VP			
Term of Office		From:	03/2024	To: 12/2027
Name	Brandi Grayson			
Home Address	2210 N Rusk Ave, Madison, WI 53713			
Occupation	Founder/CEO			
Representing	Member			
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name	Juan Jose Fonseca Angel			
Home Address	132 E. Wilson St. #807, Madison, WI 53703			
Occupation	Attorney			
Representing	Board Member			
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name	Catherine Orr			
Home Address	4607 Tonyawatha Trail, Monona, WI 53716			
Occupation	Professor			
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name	Alex Lindermeier			
Home Address	Unknown			
Occupation	Co-Owner, Short Stack Eatery			
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name	Jessica Snyder			
Home Address	6005 Mayhill Drive, Madison, WI 53711			
Occupation	Manager Medical Coder - UW			
Representing	Member			
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name	Sage Wells			
Home Address	3524 Blackhawk Dr, Madison, WI 53705			
Occupation	Self-Employed, IT company and Radio Stations			
Representing	Treasurer			
Term of Office		From:	mm/yyyy	To: mm/yyyy

AGENCY GOVERNING BODY cont.

Name	Charlene Clay			
Home Address	3721 Manchester Rd, Madison, WI			
Occupation	Director of Community Engagement			
Representing	Secretary			
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name	Olivia Barrow			
Home Address	621 North St, Madison, WI 53704			
Occupation	Marketing Consultant			
Representing	Member			
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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Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy

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

Please fill out all expected revenues for the programs you are requesting funding for in this application.
All programs not requesting funding in this application, should be combined and entered under NON APP PGMS
(last column)

REVENUE SOURCE	AGENCY 2027	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	0						
UNITED WAY DANE CO	0						
CITY CDD (This Application)	95,000	95,000					
City CDD (Not this Application)	0						
OTHER GOVT*	0						
FUNDRAISING DONATIONS**	24,335	24,335					
USER FEES	0						
TOTAL REVENUE	119,335	119,335	0	0	0	0	0

*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.

****List all staff positions related to programs requesting 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
Program Director - Jenis Judon	0.04					0.04	2,500	325	2,825	0.00	2,500
Program Administrator - Christia	0.12					0.12	6,000	780	6,780	0.00	6,000
Facilitator - Kimi Waller	0.07					0.07	4,000	520	4,520	0.00	4,000
Founder/CEO - Brandi Grayson	0.01					0.01	1,500	195	1,695	0.00	1,500
Youth Coach/Case Manager - TE	0.40					0.40	18,000	2,340	20,340	0.00	18,000
Wanda Fullmore Youth Interns (2)	1.92					1.92	60,000	7,800	67,800	15.00	60,000
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
SUBTOTAL/TOTAL:	2.56	0.00	0.00	0.00	0.00	2.56	92000.00	11960.00	103960.00	15.00	92000.00

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
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	2.56	0.00	0.00	0.00	0.00	2.56	92000.00	11960.00	103960.00	15.00	92000.00

*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	Urban Triage Youth Leadership and Career Pathways	PERSONNEL	92,000
		OTHER OPERATING	3,000
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	95,000
B	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
C	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			95,000