



## Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

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

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. **Do not attempt to unlock or alter this form.** Font should be no less than 11 pt.

If you have any questions **related to the content of the application**, please contact: Hugh Wing – [hwing@cityofmadison.com](mailto:hwing@cityofmadison.com) or Yolanda Shelton-Morris – [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com)

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 Jen Stoiber – [jstoiber@cityofmadison.com](mailto:jstoiber@cityofmadison.com)

Legal Name of Organization:	Madison Area Urban Ministry, Inc. D/B/A JustDane	Total Amount Requested:	\$ 199,929.
Program Name:	Just Bakery		
Program or Activity are you Applying for:	<input type="checkbox"/> Youth Employment Services (ages 14-21) <input type="checkbox"/> Youth Employment & Training <input type="checkbox"/> Wanda Fullmore Youth Internship Program <input type="checkbox"/> Young Adult Employment Services (ages 18-26) <input checked="" type="checkbox"/> Adult Employment Services (18+)		
Contact Person:	Linda Ketcham	Email:	<a href="mailto:linda@justdane.org">linda@justdane.org</a>
Full Address:	2115 S. Park St., Madison, WI 53713	Telephone:	608-256-0906
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	

## **Organizational Qualifications:**

1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

Madison-area Urban Ministry (D/B/A JustDane) was founded in 1971 and incorporated as a private non-profit in 1973. As part of our mission our agency has always served as an incubator for new ideas and projects, serving as the fiscal sponsor and offering capacity building support. Since our inception, over 25 incubated projects have spun off to become their own non-profits, including: The Allied Wellness Center, WI Faith Voices for Justice, Project Home, Family Enhancement (now part of RISE), Transitional Housing (which opened the first men's shelter at Grace Episcopal in 1985 and later merged with CHAS to become Porchlight), The Interfaith Coalition for Worker Justice (now Worker Rights WI), Centro Hispano and the East Madison Community Health Center. We currently serve as the fiscal sponsor and incubator for the Allied-Dunn's Marsh Neighborhood Association, Allied Partners, Street Pulse Homeless Cooperative, Bleed Shamelessly, Moms on a Mission (MOMs) and in collaboration with our faith community partners we are the fiscal sponsor and administrator for two eviction prevention funds (Badger Road and Allied Drive neighborhoods). We also engage in advocacy around issues of racial and economic justice, access to education, homelessness and affordable housing, and justice system reform. In the mid 1990's we began to focus on the criminal justice system and on reentry support for individuals returning to the community from prison. This is because that's where all of the systemic and institutional injustices we had been focused on converged. These injustices include: racism, poverty, access to education, fair and affordable housing and homelessness. We have had justice system reform, neighborhoods impacted by institutionalized racism and support for justice-involved individuals as a major focus of our work since 1997. In 2006 at a joint strategic planning session with both Staff and Board, a unanimous decision was made to maintain our programs for justice involved individuals and families under our agency rather than spinning them off - we recognized that our daily proximity with individuals and families involved with the justice system made us better, more informed advocates.

Today JustDane offers an array of programs and initiatives that provide support for justice-involved individuals and families. In 2002 we started our Circles of Support initiative, recruiting and training community volunteers to meet weekly with someone returning home after incarceration. The Circle offers a safe, supportive place for the newly released person to talk through their goals, challenges, progress, to find a new community and to build social capital. Circles meet for a minimum of 6 months, but most continue for one year. Created in 2005, The Journey Home (a Signature Initiative of the United Way of Dane County) offers a wide array of services and programming for individuals returning to the community after a period of incarceration. Among the services offered through The Journey Home: case management for people returning from prison, Parenting Inside Out, employment skills training, case management, Phoenix Initiative peer led support group, micro-loans to access and build credit, and a monthly Service Fair (a one stop shop to access community resources). Our Just Bakery vocational training program was launched in 2013 and offers a 12 week, 40 hour a week employment training program for individuals who have chronic barriers to employment, including conviction history, substance abuse and/or mental health challenges, lack of high school diploma or who are experiencing homelessness. Just Bakery provides lifes skills training, financial literacy training, employment soft skill training, case management, job placement and retention supports for students. Utilizing a National Restaurant Association ManageFirst Curriculum, our Just Bakery students earn nationally recognized certificates. Program graduates earn automatic acceptance into Madison College's Culinary Arts program and can start with up to 12 credits toward their degree. In 2017, through a City of Madison grant, JustDane launched our Reentry Peer Support and Case Management initiative. Our reentry peer support program provides Certified Peer Specialists to provide ongoing support for someone with lived experience with substance abuse and/or mental health challenges, and who is involved in the justice system. Case management, trauma support and increased access to

mental health supports are also provided under the current peer support program. JustDane also administers a small bail fund that we operate in collaboration with the Public Defender's Office and Sheriff's Department. The goal is to assist individuals, who have bail set at or below \$500, in meeting their bail, so that they can return home and maintain their employment as their case moves through the court system. In 2020, through a grant from the City of Madison, we also began providing rapid rehousing services for justice-involved individuals, working to place people who have experienced incarceration in permanent housing. Since 2004, JustDane has provided supportive services for children who have one and sometimes two parents who are incarcerated. Family Connections takes children to visit their mothers at Taycheedah Correctional Institution. Reading Connections helps incarcerated parents stay connected with their children through reading - volunteers record parents reading to their kids, the book, DVD and a letter or card from the parent is then sent home to their kids, helping to maintain the parent/child bond. Mentoring Connections provides one-to-one community based mentoring for kids ages 4-17 who have an incarcerated parent. The program utilizes a critical mentoring, racial justice lens in the provision of mentor training and utilizes a positive youth development approach to working with youth in the program. In 2020 we began a new collaboration with Operation Fresh Start called Drive to Succeed. Drive to Succeed offers justice involved youth ages 17-21 group mentoring, assistance through tutoring to obtain their HSED/GED, and the opportunity to obtain their Driver's License. In July of 2019 we opened Healing House. House Healing House offers 24/7 recuperative shelter for families experiencing homelessness and who have a member being discharged from the hospital. Guests are provided shelter, meals, linkage and referral, and transportation assistance. In addition, our partner The Road Home provides the housing case management.

Our advocacy work related to criminal justice and police reform continues; as does our work for economic justice and an increase in affordable housing and a decrease in homelessness. Our staff serve on Boards, Committees and Commissions at the City, County and State level focused on eliminating systemic and institutional injustices in our community and state.

JustDane is governed by a Board of Directors and the general organizational management is the responsibility of the Executive Director, who has been with the organization for 16 years. The Board of Directors is responsible for the supervision of the Executive Director. The Board of Directors utilizes an active committee structure that includes the Executive Committee, comprised of Board officers; Personnel Committee; Finance Committee; Development Committee and the Strategic Planning Committee. The Executive Director is responsible for the overall management of the organization, grant writing and reporting, supervision of the management team, and serves as a liaison to funders. The Executive Director is also responsible for advocacy. JustDane contracts with Number4Nonprofits for all bookkeeping services and with Johnson.Block CPAs for audit services, tax returns and State 1952 forms. Tandem (formerly QTI) provides our HR and payroll services through contract. Our Board Treasurer communicates regularly with the Bookkeeper and the Board receives monthly financial reports from Numbers4Nonprofits.

Since 1973 JustDane has focused on inclusion, diversity, equity and access through our work on fair and affordable housing, access to education, economic justice and criminal justice system reform. Among our guiding values is inclusion; ensuring that all voices are at the table. This includes ensuring that our agency and initiatives are welcoming for both staff and program participants, and that our staff and governance reflect the diversity of our community and the individuals with whom we work. It also ensures we are engaging participants and staff in the development, evaluation and revision of our initiatives and agency policies and practices. We recognize that diversity alone does not ensure equity, inclusion or access. We see our work as an ongoing process, through both internal organizational work, and within the community.

In April, 2021, the Peer Recovery Center of Excellence at the University of Texas at Austin, named JustDane an Expert Consultant in creating an inclusive workplace for people with lived experience with mental health and/or substance abuse challenges, as well as lived-experience with incarceration. That recognition is the result of a 15 year process of implementing employment policies, practices and procedures that support and nurture the professional development of our staff. This includes: banning the box on our employment applications (2007) and revising all agency position descriptions (2007) to focus on requisite skill sets rather than degrees, thereby ensuring that we don't create barriers to employment by requiring a degree while undervaluing the life and work experiences of potential applicants. As a result, position descriptions focus on skill sets and consider lived experience and work experience as education. As one of our staff members with lived experience with incarceration put it, "it was the first place I found in Dane County where having a conviction record was an asset in applying for a job." We believe that inclusion means access; whether to opportunities at every level within JustDane or in the community. Our commitment is reflected in our internal organizational work, as well as our work in the community.

Recognizing that racial disparities impact borrowing and credit access in 2008, we created and implemented an employee payroll advance policy, allowing employees to borrow, interest free, against their wages to meet unanticipated financial needs like a car repair or medical bill. The loan is repaid through payroll deduction over the course of a 12 month period and it ensures that employees, who have not had access to credit due to discriminatory practices, can meet emergency needs without added stress or risk to their employment. Our current base minimum wage at JustDane is \$16 per hour with a goal to be at \$19 per hour by 2024. As a matter of equity, inclusion and the recognition that every employee contributes to the success of the organization, all staff, full and part-time, accrue paid time off (sick, vacation and holiday). We also offer flexible scheduling for staff who wish to pursue additional education. We are an internship site for Madison College, UW Madison, Edgewood College and the Dept. of Vocational Rehabilitation. We remain one of the few agencies accepting interns who are justice-involved. Eight of our current staff were interns with us and 11 of our current staff members were program participants. Staff employed full-time (30 hours per week or more) are eligible for the full employee benefit plan that includes medical insurance (a choice of 12 plans and JustDane pays 90% of the premium), dental and vision insurance (JustDane pays 100% of premium) life insurance at 1.5 times annualized wages (employer pays 100% of premium) and short-term disability (employer pays 100% of premium). All employees, full and part-time have access to the employee contributed 401K retirement plan, unemployment and worker's compensation insurance and access to our Employee Assistance Plan. JustDane has 33 full and part-time employees, 21 staff are full-time, 12 are part-time. Eleven of the 12 part-time staff were looking for part-time work for a variety of reasons, including health concerns, benefit considerations and enrollment in school. As an employer it is our preference to hire staff at full-time and over the past year we have been able to move three part-time staff into full-time positions.

JustDane has 33 staff across all programs. Agencywide 40% of staff identify as Black, 42% of staff identify as white, non-hispanic, 9% of our staff identify as Latinx and are bi-lingual (English/Spanish); 9% of staff identify as multi-racial. Twelve percent of staff identify as LGBTQ+. Sixty-seven percent of our staff agency wide have lived experience with the justice system, 70% of staff have lived experience with mental health and/or substance abuse challenges, 33% of staff have a family member who has been involved in the justice system and 27% of staff identify as having a disability. Thirty-three percent of agency staff identify as male, 67% of staff identify as female. Fifteen percent of staff are aged 65 or older.

Within our reentry programs, including our current peer support initiative we have 17 staff, 47% identify as Black, 29% identify as white, 12% identify as one or more race and 12% identify as Latinx non-white. Fifty-nine percent identify as male, 41% identify as female. Twelve percent identify as LGBTQ+, and 12% are bi-lingual Spanish/English. Eighty-eight percent of our reentry initiatives staff have lived experience with the justice system and 94% have lived

experience with mental health and/or substance abuse challenges. Within our management team 25% of our team identify as Black, 25% identify as multi-racial, 13% identify as Latinx and 37% identify as white. Sixty-three percent of our management team has lived experience with justice system involvement, 20% identify as LGBTQ+, 87% identify as female, 13% identify as male.

Our Board has adopted a Statement of Commitment to our Staff, reinforcing their commitment to Inclusion, Diversity, Equity and Access. The Board holds Board and Staff networking events so Staff and Board get to know one another both personally and professionally. This has included specific networking events between our Board and Staff members of color. The agency by-laws include benchmarks for board representation and composition to include racial and ethnic diversity, as well as people with lived experience in incarceration. The Board adopted the use of an equity review process for agency initiatives, policies, practices and procedures. We have an Equity Pay Cap limiting the allowable gap between the base minimum wage and highest paid employee. Over the past several years we have focused on increasing the diversity of our volunteer base and revised our volunteer training curriculum to address cultural humility, trauma informed care and practice; understanding white supremacy and systems of oppression and how to be advocates for systems change. Our 3 year strategic planning process engaged program participants through staff workgroups, retreats, Board input, stakeholder surveys and conversations and meetings with our strategic planning committee and consultant. The Strategic Plan Implementation Committee includes board, staff and program participants. We continue to engage in advocacy within our community focusing on inclusion, equity, diversity and access, whether in housing, education, employment, the justice system or other seats of power, our work for an equitable community continues.

JustDane has been working with justice-involved individuals, especially individuals returning home after incarceration, for 24 years. Working with individuals in the areas of residency, employment, support, education and treatment, our staff have extensive experience working with individuals with high barriers to employment, assisting them with soft skills training, resume writing, job applications and job placement and retention support. Just Bakery was launched in the fall of 2013 expanding our work in this area and increasing the array of supportive employment training and education available through JustDane. JustDane has had a long standing commitment to hiring individuals across programs who have lived experience in the areas of justice system involvement, homelessness, mental health and/or addiction challenges, and employment barriers. The experiences of our staff, both life experience and educational, are critical in the development and implementation of our initiatives.

Just Bakery was launched in 2013, with our first cohort graduating in 2014. Just Bakery helps facilitate the individual's empowerment and helps to change lives by offering individuals with significant barriers access to employment: training, mental health supports, linkage and referral to other community services, employment training, and job placement and retention services. All of this is provided, with the goal of helping prepare and place people in jobs that pay above the minimum wage, with a target of at least \$15.00 per hour. Since 2014 Just Bakery has worked with over 600 justice-involved individuals facing significant barriers to employment, with an average employment placement rate of 70%.

2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.

Over the past forty-nine years JustDane has built authentic relationships within the community among individuals and households served, as well as with BIPOC, LGBTQ+, immigrant, low-income neighborhood groups and associations and other grassroots organizations. We have not always done that work perfectly and we have learned

a lot along the way and we recognize that this is a lifelong journey. We believe that building authentic relationships requires both internal organizational work, as well as time spent in proximity, on the ground, authentically engaging with BIPOC, LGBTQ+, immigrants and/or individuals, households, and low-income neighborhoods. Our staff is diverse with staff members who have both personal and professional relationships with our participants, with BIPOC, LGBTQ+, immigrant individuals and households, and with low-income neighborhoods. We recognize that, as an employer, building relationships and authentically engaging within the community means that we have built relationships with and authentically engaged our staff as well.

Internally, our work includes ongoing self-reflection and focus on increasing our organizational self-awareness. This includes study and review of current research and data related to disparities, white privilege, the colonization of wealth, and providing training on race, equity, diversity and inclusion internally for our staff and understanding our own privilege and biases. We recognize that such training and education is crucial even in an organization with a diverse staff and Board. Since we recognize that our values of honor and respect may transcend culture; we cannot make assumptions about the role of community traditions and cultural context when engaging a BIPOC community, regardless of one's personal identification as a member of such community. Organizations must understand the intersectionality of issues. Authentic engagement with the community for us means that we engage from a place of humility, authenticity, respect for the person and the community. These values, in addition to the lived experiences of our staff and program participants, have led us to centering our process and practices on the use of community based and participatory approaches to decision making and engagement.

Building authentic relationships requires that we, as an employer, walk our talk. This means that we value all staff as demonstrated by a living wage, earned time off for all staff and a focus on full-time employment with good benefits. It means we make space and place within our organization for honest, difficult and necessary conversations about race, immigrant rights, LGBTQ+ rights, income and poverty, the criminalization of poverty in our community, and disability rights. It means we recognize that our work is difficult and we work to support and encourage our staff's efforts for self-care. We recognize the toll that institutionalized biases, discrimination and marginalization have taken on our staff who are members of marginalized groups. We make space for conversations about that trauma, provide resources for our employees, including an Employee Assistance Program, and some of the other employment practices outlined in other sections of this proposal. Building authentic relationships and engaging in the community means that we use our privilege to help partner organizations fulfill their missions – part of that work has been through our mission as an incubator and fiscal sponsor and part of it is the partnerships and collaborations we developed with BIPOC organizations in the community. Such partnerships and collaborations take many forms and have included: introducing BIPOC led organizations to our donors, funders and volunteers; highlighting the work of BIPOC led organizations through our social media, newsletter, and other venues, using our advocacy platform to speak up on issues that affect partner agencies and organizations and the communities they serve. We have turned down funding opportunities, and we have worked to understand when we should step back and follow the lead of others in the work to build stronger, healthier, more equitable and safer communities.

Building relationships and authentically engaging with individuals, households, or communities requires that we are on the ground whether at a meeting, at a community meal, a resource fair, in a neighborhood, or attending a community forum. We have to be in the community. It's why our staff have a regular presence at the Beacon, at community resource fairs, and neighborhood events and meetings. Being on the ground, being present is a necessary part of building a relationship but it's not enough; we must also listen. Listening requires self-awareness. It means that we recognize and honor the community's wisdom; that we understand and know the history and context; that we be prepared to be uncomfortable, transparent; that we follow-through on the promises we make and that we use our organizational privilege to push issues and to help open doors for community leaders to lead. Listening means

that we recognize when not to speak, knowing that active listening leads to increased understanding and knowledge. Listening also means that we seek to identify, define and talk about cultural differences. It means we're willing to center the community's voice, leadership and experience.

Building authentic relationships requires trust. Trust is built through listening, through engagement, through sharing power or even giving power away, by supporting BIPOC organizations and communities through providing resources. For example, not asking BIPOC organizations to do things for free, or community members to serve on panels for free. At JustDane we pay stipends to individuals who serve on panels or who make presentations. We use BIPOC owned businesses for services. We purchase tickets to partner events, and we actively reach out to build partnerships and collaborations with BIPOC organizations.

The work of building authentic relationships is ongoing - there is no "end point" or finish line. It is a continuous effort, an ongoing learning and centering process both internally as an organization and within our community. This is the work our staff and Board have committed our organization to and we continue to seek out new relationships while continuing to focus on strengthening our current relationships and partnerships.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

JustDane is committed to the professional development of our entire staff. To that end, training opportunities are identified and shared with staff. The agency has a training budget to assist staff in attending trainings and conferences. In 2020 our Board also codified, in their Statement of Commitment to our staff, that they also recognize the benefit of having staff across all programs serve in various capacities on Boards and Committees within the community. Staff are encouraged to participate at a variety of levels with other related organizations and efforts, including advocacy events. Since 2018, JustDane has sent over 20 staff through the Department of Health Services State Certified Peer Support training. Additionally we have supported two of our staff as they completed the State Certified Peer Support Train the Trainer Training program and certification process. We also supported another staff as she completed the Parent Peer Specialist Training. In 2019, we sent a team of five staff to San Francisco to consult with Delancey Street on their peer program and model. We take a broad view of professional development and have supported staff in taking refresher courses in Spanish, and staff have participated in training through NAMI focused on mental health in the Latinx community, in the Black community and the LGBTQ+ community. We have sent staff through Cultural Humility training, mental health first aid, suicide prevention training and many more. Staff regularly attend the WI Peer Specialist Conference, Racial Justice Summit and other trainings throughout the community. JustDane has a training budget: registration and related costs for staff are paid by the agency. If funds in the training budget are depleted, we work to identify scholarship opportunities for registration, as well as allow staff to use work time to attend free trainings and workshops.

We also incorporate in-service training into our regularly scheduled Reentry Team and All Staff meetings to offer relevant training for staff. Most recently in July, we had a repeat training with Dane Madison Public Health on the proper administration of Narcan and staff received training in detecting an overdose and the administration of Narcan. Each of our sites has a supply of Narcan. On August 30<sup>th</sup> we are partnering with the Madison Department of Civil Rights for a "Know Your Rights" training related to employment and worker rights. The training is open to staff and to program participants.

JustDane has sent multiple supervisory staff through the UW EauClaire Management Training Inclusive Workplace training. Staff across all programs receive training in trauma informed care and mental health first aid. Staff also

participate in available offerings through the City of Madison; most recently the City of Madison Human Resources Invest in You Team training series currently being offered through the City of Madison.

We offer a flexible work schedule for staff who wish to further their education and professional development. That means adjusting their work schedules to accommodate classes. Since 2006 we have had four staff graduate with their Associate's Degree, one staff member graduated with a law degree and one staff completed both her Bachelor's and Master's degrees while working at JustDane. Currently two staff are working on their Bachelor's Degrees and another just graduated in May with her MSSW.

In 2020, as part of our organization's Diversity, Equity and Inclusion policy, our Board adopted the following: "It is important to us that we commit to anti-racist work both internally as an organization and externally within our community." With that in mind, as an employer JustDane pledges the following:

1. We will be an organization that validates the experiences of our staff of color, holding space and place for our staff of color to grieve, to express their anger, their frustration, and to ask how we, as an organization and as an employer can be helpful.
2. We will continue to put in place organizational policies focused on equity that recognize the impact of systemic racism and racial disparities at every policy level. We recognize that employment practices are racial justice issues and we commit to employment policies and practices that are anti-racist.
3. We will value the work of every employee and have adopted a policy that caps the wage gap between the highest and lowest wage so that our entire staff move forward together.
4. We will continue our policy of providing paid vacation and sick time for all employees, full and part-time.
5. We will continue our policy of working with employees who wish to further their education, offering flexible scheduling and accommodations.
6. We commit to ongoing, required training for both Staff and Board members in the areas of white privilege, systemic racism, implicit bias, trauma, focusing on how to become allies and co-conspirators in the movement for racial justice. We will recognize that for many of us this work is a lifelong journey.

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

Just Bakery Manager: Requires five years of experience in baking/culinary industry and a background in human services.

Baking and Pastry Arts Instructor: ServSafe certified, at least five years of experience in commercial baking and management.

Kitchen Manager: Requires 3 years of experience in commercial baking/food service industry, ServSafe Certification and a valid driver's license.

Lead Instructor: 3 years of experience in food services industry, National Restaurant Association ManageFirst Certification in all curriculum materials and two years experience teaching.

Assistant Instructor: ServSafe Certified and at least one year teaching experience.

Peer Support Specialist: State Certified Peer Support Specialist, preference one year of experience as a Peer Support Specialist.



Resource Specialist: At least two years of experience providing case management with justice involved individuals.

Job Development and Placement Specialist: At least two years of experience in job site development, employment placement and retention supports.

Production Staff: Program graduates preferred, ServSafe Certified, at least three months commercial baking experience, WI Driver's License preferred.

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

Our current staff represent skilled teachers, bakers, human services staff and individuals who have lived experiences similar to those of our students. Our staff bring both their formal training and experience and their lived experience to their work. Staff working in the Just Bakery program are:

Jaclyn Eitrem, Just Bakery Manager, has been with Just Bakery since 2017. Prior to her paid position with Just Bakery, Jaclyn was an intern with JustDane's Circles of Support Reentry program. Jaclyn was the lead classroom instructor for Just Bakery from 2017 until 2021 when she was promoted to Just Bakery Manager. Jaclyn brings 11 years of experience in the culinary and food service industry. She is a Certified Peer Support Specialist and holds a degree in Psychology from UW-Madison, is certified in ManageFirst and is a certified instructor and proctor for ServSafe and ManageFirst.

Clare Van Hoven is the Baking and Culinary Arts Instructor with Just Bakery. Clare holds an Associate's Degree in Culinary Arts and is ServSafe Certified. She brings seven years of food service industry experience, baking and management with her to her position teaching students commercial baking in our licensed kitchen.

Zachary Wisiewski has been with Just Bakery since 2019, starting as a teaching assistant and promoted in 2020 to lead classroom instructor teaching National Restaurant Association ManageFirst curriculum and life skills. Zachary has obtained his National Restaurant Association ManageFirst Certificates. Zachary is a 2018 graduate of Just Bakery.

Veronica Pena Diaz joined the Just Bakery staff in 2021 as a Teaching Assistant. Veronica was a Teaching Assistant with Madison School and Community Rec and Summer School Program Leader prior to her work with us. Veronica assists with the Cost Control and Accounting portions of the curriculum. Veronica is also bilingual (Spanish/English).

Kaziah Anderson is a Certified Peer Specialist. She joined the JustDane Staff as a part-time Peer specialist in October 2018. Kaziah holds an Associates Degree in Liberal Arts and is working on her Bachelor's Degree through the UW School of Human Ecology. In 2020, Kaziah completed training and certification to become a Certified Parent Peer Support Specialist, expanding her skills to work effectively with parents through our peer support program. In 2021 Kaziah became a Certified Parenting Inside Out Trainer. Kaziah brings an important perspective to the work as someone with lived experience, as a mom and as someone working to pursue a college degree all while working. Kaziah provides Peer Support Services for Just Bakery students and facilitates a weekly peer support group for Just Bakery students.

Candice Young is the Resource Specialist (case manager) with Just Bakery. Candice started her work with Just Bakery in May of 2021 after having completed a year long internship with us through Madison College. She holds a degree in Human Services and is working on her Bachelor's Degree. Candice has lived experience with the justice system and

recovery and brings a wealth of expertise to her work at Just Bakery as she assists in connecting students with community resources in the areas of housing, mental health and treatment, transportation and employment.

Justin L'Abbe is the Kitchen Manager with Just Bakery. Justin has been with Just Bakery since April of 2019, starting as a Production Assistant and then promoted in July 2021 to Kitchen Manager. Justin is a 2017 graduate of Just Bakery and he has 6 years of experience in the food service industry. Justin is ManageFirst Certified.

Phillip Thomas was a member of the first Just Bakery cohort and he graduated in February of 2014. He was hired in March of 2014 as a Production Assistant and remains the most senior member of our staff. Phillip is ServSafe Certified and also our lead sales person and assists with mentoring students in customer service and sales.

Tyrees Scott is a 2017 graduate of Just Bakery and has been on our staff as a Production and Sales Assistant since 2018. Tyrees works for JustDane in two capacities. He is a Production Assistant in Just Bakery, and is also a Certified Recovery Coach and a Certified Peer Support Specialist in our reentry programs.

Troy Paynes is also a Just Bakery graduate having completed the program in 2015. Upon his graduation he worked as a baker with Silly Yak and joined our staff in 2020 as a Production and Sales Assistant. Troy is passionate about helping other individuals with lived experience find a career pathway, build their skills and find employment.

Sara Ashton joined the Just Bakery staff in 2021 as a Production Assistant. She brings ten years of food service experience including Oakhouse Bakery, and most recently as a Manager with McDonald's.

Tiana Lynn just joined our Just Bakery staff in August of 2022 as a Production Assistant. Tiana is a 2021 graduate of Just Bakery and upon her graduation was working as a baker at a local grocery store. She brings her understanding of the program and ideas for change with her to the program.

Linda Ketcham is the Executive Director of JustDane. Linda holds a Master's Degree Criminal Justice Sciences with a concentration in counseling from Illinois State University. She brings 40 years of experience to her role, including lived experience in addiction recovery. Linda has worked with justice involved youth, youth in foster care, children who have incarcerated parents, currently and formerly incarcerated individuals, program development and supervision. Linda was a Certified Addiction Counselor through the Illinois Alcohol and Other Drug Addiction Professional Counseling Association for 20 years. She is a Certified Women For Sobriety Moderator and facilitated the first prison based Women for Sobriety Group in the US at Lincoln Correctional Center in Illinois from 1994 through 1998. Linda is also recognized as an Expert Consultant by the Peer Recovery Center of Excellence at the University of Texas at Austin. Linda has been an active member of the LGBTQ+ community since 1998 and was a guest writer for Our Lives Magazine for several years focusing on equity and inclusion and the intersectionality of LGBTQ+ and race. Linda currently serves as the Co-Chair of the Coordination Workgroup of the Madison and Dane Public Health Violence Prevention Coalition and as the Co-Chair of the City-County Homeless Issues Committee.

### **Partnerships, Collaboration & Coordination**

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.
  - a. Organizations and groups that work with youth, young adults and/or adults.

JustDane has many current collaborations with organizations in our community. We have collaborated with Project Respect since 2017 in provision of additional trauma support for Just Bakery students who have lived experience with human trafficking.

JustDane and Vision Beyond Bars collaborate on the provision of reentry Peer Support services. Richard Harris, the Director of Vision Beyond Bars, has lived experience with incarceration, is a veteran, a State Certified Peer Specialist and holds a Master's Degree in Social Work. In our collaboration, Richard provides Peer Support for individuals in our program who are veterans, or who have a significant mental health challenge. Richard also facilitates the Barracks Beyond Bars peer support group in the Dane County jail through our collaboration (although that group has been on hold due to the pandemic). JustDane provides the case management for the individuals working with Richard. This collaboration has been in place since 2017.

JustDane's reentry programs and Just Bakery also work with Forward Services through our FoodShare Employment Training (FSET) contracts for additional supports for FSET eligible participants. We also work with Employment and Training Association in our reentry programs focused on additional job retention supports for FSET eligible individuals. We have been working with Employment and Training Association since 2006 in support of soft skills employment training for justice involved individuals returning from prison or jail.

In 2022, JustDane and Centro Hispano of Dane County entered into a new partnership through our Community Stabilization contract with the City of Madison. Through this collaboration, Centro and JustDane are working to expand access to reentry peer support services for the Latinx community. The collaboration also has the goal of expanding career pathway training and employment in the field of peer support focusing on expanding the number of bicultural, bilingual individuals who participate in and complete the State of WI Peer Support Certification process.

In 2018-2019 we collaborated with Operation Fresh Start on the renovations for our Healing House site. The Operation Fresh Start Grad Crew did the demolition and renovation work for most of the project. That collaboration led to our most recent partnership, Drive to Succeed. Drive to Succeed offers group mentoring for justice involved youth and young adults, assists with completion of their high school education and assists them in obtaining a Driver's License. A high school diploma and a Driver's License are the two most referenced requirements for employment in Dane County. Driving without a license is the most common entry point into the justice system for youth. The program helps avoid justice involvement while improving long term earning potential.

JustDane has active MOU's and subcontracts with many other organizations throughout Dane County related to our reentry work. We recognize the need for collaboration in order to provide the best, most comprehensive, culturally and linguistically relevant supports for our program participants. Our Healing House initiative collaborates with The Road Home for the provision of housing case management for the guests at Healing House. Through our Just Bakery, Peer and Journey Home initiatives, we have MOU's with Project Respect, Employment & Training Association, Worker Rights WI, and the other HIRE partner agencies. In our currently funded peer support program we have MOU's with Centro Hispano, Access to Independence, Vision Beyond Bars and Anesis Therapy.

- b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

Just Bakery partners with Madison College to open access to higher education for students. One of the unique aspects of Just Bakery is that we are accessible to individuals who are often locked out of education

and training programs due to the nature of their offense, their housing status, their lived experience with mental health and/or addiction challenges. Just Bakery was designed specifically to open doors to training, employment and education for individuals who remain some of the most marginalized and vulnerable members of our community. When we started Just Bakery, many of our students reported that they had tried to enroll in college programs but were denied access for a variety of reasons. One of the reasons was that the college programs didn't recognize their food service work in the prison as actual work experience. Another barrier was their lack of a high school diploma. A third reason our students were locked out of college was that no one in their family had ever attended college and they didn't know how to even start to apply or how to pay for it. Over the past eight years Just Bakery has developed a collaboration/partnership with Madison College to increase access to Madison College. Through our Articulation Agreement with Madison College, Just Bakery graduates can earn college credits for each National Restaurant Association Certificate they earn through Just Bakery. Additionally, Just Bakery students who complete the program receive automatic acceptance into Madison College's Culinary program and the College grants credit hours for each of the National Restaurant Association credits obtained, which means that Just Bakery graduates cannot only access college, they can start with up to 12 credits. Our Just Bakery staff also work with Madison College staff and the students to help them apply both to Madison College's Culinary program and for financial aid. Just Bakery has had 20 graduates enroll at Madison College since we developed this agreement. Through an endowment established for JustDane by an anonymous donor we also have an educational assistance fund that can help pay for tuition, books or fees.

As a Food Share and Employment Training program we also work closely with Forward Services to connect students who are FSET eligible with additional supportive services as they go through their training and work search. This support can also include help with purchasing new work clothes and transportation costs.

Our Community Stabilization collaboration with Centro Hispano also focuses on expanding access to the State of WI Peer Support Training and Certification program. Currently the state materials, including the training manual and test are not available in Spanish, making it difficult members for the Latinx community who have limited English proficiency to obtain their certification, in a growing professional field. JustDane's Peer Support Coordinator, who is bilingual and bicultural, works with staff at Centro to assist in preparing their staff and interested individuals in preparing for the classes and exams. JustDane is also providing consultation on the development of Centro's Peer Support program. To date Centro has had four staff members go through the State Training. Centro is also working closely with the State to ensure that the program is not only available in Spanish, but also bicultural in its approach to training and the work. The State has completed the translation of the manual but it has not yet received final approval for use.

As part of the United Way's HIRE Initiative since 2015, Just Bakery also works with other training programs/agencies to provide low-income parents and other historically and intentionally marginalized and underserved adults with individualized education and employment assessment and advising services, one-to-one tutoring to prepare for GED and HSED foundational work readiness training, industry/occupation specific skills training, job placement assistance and individualized job retention and case management. Other HIRE partners include: Centro Hispano, Urban League of Greater Madison, Latino Academy of Workforce Development, YWCA, Literacy Network and Community Coordinated Child Care (4Cs). Each of these organizations offers training and employment support, and the organizations refer back and forth. In recognition of JustDane's expertise in the field of reentry the YWCA requested that JustDane provide the reentry supportive services, including case management through our Journey Home program for Y-Web students who were returning home after incarceration. HIRE partner agencies meet monthly for coordination. Together, the partner agencies have supported over 3,000 individuals in obtaining employment in Dane County. In 2020, per the United Way's website HIRE page - 378 individuals in 2020 found employment at \$15 or more per hour (59% of participants). Additionally, 890 individuals have earned promotions since 2013. Seventy-eight percent of HIRE training participants are people of color.

Through our Peer Support program we have a collaboration with Access to Independence. Access to Independence is responsible for scheduling the State Certified Peer Support Trainings which fill up quickly. Through a subcontract we have purchased training cohorts specifically for people with lived experience with incarceration (2017-2021) to go through the training and we paid the participants \$15 per hour stipend. As a result of that partnership we were able to get 36 justice involved individuals enrolled in the training. We also provided study sessions for interested individuals to help them prepare for the exam. All of the individuals who participated in the study sessions passed their Certification Exam.

- c. Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

All of the organizations involved in the United Way's HIRE Initiative have a focus and history of working with low-income households, Black, Indigenous, People of Color. Centro Hispano and the Latino Academy of Workforce Development additionally focus on working with members of the immigrant community. Under our current Just Bakery programming we also have a collaborations with Anesis Center for Therapy as previously described. Our Peer Support program collaborates with Vision Beyond Bars and Centro Hispano, both BIPOC owned and/or led organizations working with BIPOC individuals who are justice involved. Through our collaboration with Project Respect we work closely with an organization that supports individuals who have survived human trafficking. The majority of the individuals we work with collaboratively with Project Respect are women.

JustDane has just entered into a collaboration with American Family Insurance's LTBTQIA Employee Resource Group and Outreach to modify our Circles of Support volunteer recruitment and training modules to also focus on the experiences and needs of members of the LGBTQ+ community returning from prison. Our Circle of Support program has been operating since 2002, recruiting, screening and training community volunteers who meet weekly with someone newly released from incarceration to provide support, build social capital and to focus on goal setting and achievement. While JustDane's reentry program currently provides services for members of the LGBTQ+ community, we are seeking this new collaboration to become even more intentional about equity and inclusion in our service delivery model. The initial plan is to recruit and train volunteers from the American Family Employee Resource Group for Circles of Support with the intent to create several Circles of Support specifically focused on assisting members of the LGBTQ+ community returning home from prison. We will work with Outreach staff to assist in the training module revisions and work with them to provide the trainings and Circle meetings at Outreach, thereby connecting people not only with specific reentry supports, but also with Outreach and their services to build a long-term support network. Circles of Support are also available to Just Bakery students interested in the additional support, so this new collaboration will offer additional supports for LGBTQ+ students within Just Bakery.

Our reentry staff work with the justice system, including the WI Department of Corrections, receiving referrals from them for reentry services, and making regular presentations to law enforcement and Corrections staff about our services; and the referral process. We have a reentry staff person who conducts reentry planning groups on a monthly basis within Oakhill, Thompson and Oregon Correctional institutions. Our Lead Peer Specialist is at The Beacon on a weekly basis for program outreach and service facilitation for justice involved individuals. We are also at the First United Methodist Church's Hope's Home weekly breakfast on Wednesday mornings for "Outreach in the Octagon." Multiple JustDane staff are currently serving as Workgroup members for the Madison-Dane Violence Prevention Coalition, working across systems and networks to build collaborations and connections with other agencies and programs, toward a common

goal of reducing violence in our community. JustDane staff attend monthly LaSup meetings, Peer Recovery Network meetings, active engagement with the Madison-Dane Violence Prevention Coalition, including staff who serve on multiple workgroups.

JustDane and our staff members are engaged throughout our community as members of City, County and State Committees, Commissions and organizing groups. JustDane has been an active member of the Dane County Homeless Services Consortium for nearly 20 years, serving on Consortium Committees. Other JustDane staff also participate on the HSC. JustDane's Executive Director has been an appointed member of the City/County Homeless Issues Committee for a decade and has, for the past four years, served as the Committee's Co-Chair. JustDane is a member of the Recovery Coalition of Dane County and actively engages in RCDC committees.

JustDane has been the fiscal sponsor for many initiatives throughout Dane County, collaborating with community members and organizations to help them spin off to become their own non-profits - that includes work with Street Pulse Homeless Cooperative Newspaper, the Allied-Dunn's Marsh Neighborhood Association (for 20 years) and are an active member with the Association.

2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

A new collaboration with this proposal is with Mentoring Positives. Both programs are located off of the East Washington corridor and offer employment training: Just Bakery for adults and Mentoring Positives for youth. Through this collaboration, Just Bakery will refer interested participants who have minor children to Mentoring Positives for additional supports for their children through Mentoring Positive's mentoring and supportive services and youth employment training. Mentoring Positives will refer interested parents of youth in their programs to Just Bakery for enrollment in the program. The goal is to expand access to training for parents and their children thereby focusing on a two-generational approach to financial stability and opening doors to college for parents.

Just Bakery has partnered with Project Respect since 2017 in the provision of our Just Bakery program. Through that collaboration, Project Respect has provided pre-training orientation sessions for individuals interested in Just Bakery, but for whom trauma has been a barrier to successfully completing training programs or securing and retaining employment. The sessions focus on program expectations, preparing students for a classroom experience. Project Respect also provides individual Peer Support on site and in the community for students with significant trauma histories to support them through the program to increase program completion rates. Total annual subcontract for additional trauma informed support services \$18,000. The signed MOU for this collaboration is included as an attachment.

JustDane partnered with Worker Justice WI in our Just Bakery program from 2018-2020, and we are renewing that collaboration through this proposal. Worker Justice WI will develop and facilitate a worker rights training workshop specifically for Just Bakery students. Training will include issues specific to the areas of food service, baking and hospitality industry. Worker Justice WI will provide six trainings, one for each Just Bakery training cohort at \$500 per training (in addition to \$3,000 for development of the training sessions). Worker Justice WI will accept referrals from the Just Bakery case manager to their Collective Power Initiative. Total annual subcontract cost \$6,000. The signed MOU for this collaboration is included as an attachment.

Just Bakery also partners with Madison College through an Articulation Agreement (included as attachment to this proposal). The agreement recognizes completion of Just Bakery and obtainment of National Restaurant Association Certificates as requisite experience for enrollment in the Culinary program at Madison College and the certificates

earned are recognized as credit hours toward a degree. A copy of the signed Articulation agreement is included as an attachment.

Just Bakery partners with many area employers. Among those most engaged with our program design and graduates are: Short Stack Eatery, Morris Ramen, Little John's and Quince and Apple LLC. Each of those employers has agreed to provide employment opportunities and support for our students/graduates. Copies of the signed Letters of Intent are included as attachments. Just Bakery partners with American Family insurance for assistance conducting mock job interviews with our students and providing feedback. Members of the American Family Human Resources Department meet with Just Bakery students to talk about interviewing skills, conduct mock interviews and to provide feedback.

We will continue to collaborate with Anesis Center for Therapy, referring interested students to Anesis for mental health services. Just Bakery has funds allocated to assist with co-pays or initial costs for students who do not have insurance but who may be eligible for the County's Comprehensive Community Services (CCS) program. Anesis is a CCS provider and accepts all major insurance which provides increased opportunity for Just Bakery students to engage in longer term mental health services. Under this proposal we are requesting \$10,000 in mental health/AODA treatment support funds.

As previously referenced, Just Bakery is a part of the United Way's HIRE Initiative, a collaboration of six other agencies providing educational and employment training. Through this collaboration we are able to easily refer individuals to other training programs. Students are also able to access microloans through this collaboration to assist them with work or training related needs such as transportation, car repairs, work clothes or equipment.

### **Program Design**

1. Describe the organization's program and proposed service delivery plan including recruitment and selection of participants, individual assessment process, anticipated number to be served, who will be served, duration, location, and goals.

Just Bakery (JB) is a 12-week education and vocational program specifically designed to assist individuals who are assessed as having low skills and significant, multiple barriers to successful job training, placement and retention. Just Bakery offers a career and college pathway for individuals facing significant barriers to employment, including but not limited to: incarceration, conviction history, homelessness, substance abuse and/or mental health challenges, and/or lack of education. The program provides students with the opportunity to develop life skills, financial literacy skills, employment readiness skills and a skilled trade in commercial baking along with sales and marketing skills. The skills learned in Just Bakery are transferable to other areas of the hospitality field as well.

Launched in the fall of 2013 Just Bakery was one of the first employment training programs with a specific focus on training for individuals returning from incarceration. Building on JustDane's expertise in reentry work we built the program to meet the needs and address the challenges faced by justice involved individuals. Part of the overall program design includes the production of a line of baked goods that are sold in the community, with proceeds invested back into the program. Students are not only engaged in the actual baking of the product, they assist with sales and marketing of the product and gain valuable customer service skills as part of the program.

#### Program components

Program components include: 1. classroom instruction in National Restaurant Association ManageFirst Curriculum; 2. Hands-on baking instruction in our licensed wholesale commercial baking kitchen, wholesale commercial baking

and sales experience 3. employment soft skills instruction; 4. classroom instruction in life skills; 5. Case management support that includes benefit screening (including FSET), assistance with housing search, assistance with budgeting and finances when applicable, referral and linkage to treatment and other community resources, 6. trauma support and peer support groups, 7. job placement and retention support, 8. Tutoring, 9. Assistance with paperwork for college admission including financial aid application. In addition to these formal program components, Just Bakery invites employer partners to meet with students to conduct mock employment interviews and provide feedback to the students on their interviewing skills. Among our employer partners who assist with mock interviews, staff from American Family's Human Resources Department and the owners of Short Stack Eatery. We also invite employer partners to meet with our students who are interested in starting their own business to talk about the skills and knowledge base needed to pursue that vision and to encourage the students on that path. Employer partners participating in meeting with students on business planning include the owners of Short Stack Eatery, and the owner of Morris Ramen.

## Program Delivery Plan

### Recruitment

Just Bakery has a recruitment plan that includes regular in-reach to area prisons including Oakhill, Thompson and Oregon to inform them about JustDane programs, including Just Bakery. We receive applications from individuals who are close to their release dates. Just Bakery recruits students through Probation and Parole offices, the Department of Corrections Day Report Center, Dane County Jail Diversion (new partner), the Dane County Jail (Huber) programs. Staff participate in outreach at First United Methodist Church's Hopes Home Wednesday morning breakfast and outreach event and at the Beacon to connect with individuals newly released from the jail and/or who are experiencing homelessness. Presentations are made to other service providers and through our monthly reentry Service Fair and we conduct outreach to other community organizations including other United Way partner agencies, as well as County Coalitions and Consortia. The cohort schedule is set at the beginning of the year and shared with service providers through various networks including the Homeless Services Consortium and the Employment and Training Network, and on JustDane's social media. The orientation dates, time and location are included on the schedule.

JustDane recognizes that, for our Just Bakery students, the program has the potential to open a door to a career and/or a college degree. For many of our students, the idea of a real career and a college degree seemed beyond their reach, whether due to chronic barriers such as housing instability, justice involvement, economics, physical or emotional health concerns. It is important for prospective students to feel that they belong at Just Bakery, that the program understands their interests, their lived experience, their goals and their concerns about whether they can actually complete the program. Key to recruiting and engaging students in the program will be a multi-faceted student recruitment plan that reaches them in-person, via social media, in the community, and through the sharing of personal stories from program graduates who are achieving their goals.

### Selection of participants

Individuals interested in the program contact us via email, our website, social media and by referrals from probation and parole, other organizations. Each individual who contacts us is invited to an initial Information Session facilitated by the Just Bakery Manager and program instructors. The information session provides an overview of the program, eligibility criteria (6<sup>th</sup> grade reading and math comprehension, ability to stand for at least 4 hours and ability to lift 30 pounds), expectations and supportive services available through the program. During the Information Session



individuals are encouraged to ask questions. Individuals who wish to enroll in the program are provided with a formal application form. Orientation for Huber students begins with them connecting with us about their interest in the program via our Just Bakery toll free line. Orientation for Huber students is conducted at Just Bakery (when the Huber facility is open - it has been closed for access due to the pandemic).

The Just Bakery Manager reviews the applications and contacts potential participants for further clarifications from the applicants. Once accepted, students are then provided with their class schedule and begin the program. For students identified as scoring 3-5 on the ACES Scale, Project Respect will facilitate an additional orientation/pre-training preparation group for students to help them understand the expectations, to prepare them for the rigors of the program, to identify and barriers, needs and potential triggers that may need accomodation in the program.

#### Intake & Assessment:

All students begin the program by meeting with the Just Bakery Resource Specialist. The Just Bakery Resource Specialist completes the intake with the participant and completes a preliminary Education, Service and Goal Plan. The intake process includes the Resource Specialist meeting with the prospective student to identify the student's strengths and skills, educational needs, employment and career experience and training needs (if any), family and interpersonal relationships, wellness, mental health and/or AODA needs, basic needs such as housing, food, transportation and connecting to social supports including peer support, volunteering, classes, and other ways of connecting to the community to build a larger network of support that remains in place beyond program participation. During the intake, the Just Bakery Resource Specialist will obtain relevant Releases of Information (as the participant is comfortable at this point in rapport building) and will talk with the participant about other supportive services through Just Bakery and in the wider community.

During the intake and assessment process, students will share their strengths and barriers with the Resource Specialist and instructional staff. The Resource Specialist will begin working with the students to address their identified needs. Within this proposal we have identified several partnerships that represent a holistic, wraparound approach to employment training for individuals with high barriers, and who have experienced significant trauma. This includes a focus on trauma informed care woven into the program materials and structure, subcontracts for mental health and AODA support services, Peer Support for students for whom trauma is a significant barrier to success, and we have built in direct assistance costs for housing, mental health supports, and transportation assistance. JustDane has strong working relationships with both Sober Living in Madison and Access Housing and will work to connect participants with transitional housing while in training. Additionally, JustDane administers two eviction prevention funds in collaboration with Joining Forces for Families and those funds can be leveraged to assist students who may need assistance with a security deposit or first month's rent and in zip codes 53711 or 53713.

#### Service/Goal Planning:

The Resource Specialist works with the student to develop a rapport and to develop a longer term, strengths based individualized education and service plan. The plan assesses strengths, challenges and identifies the student's goals. The plan is reviewed weekly by the student and the Resource Specialist to review progress toward goals and to address any emerging needs or challenges. The individualized service/goal plan is a living document that is participant-driven and that sets both short term achievable goals and longer term (6, 9, 12 month) goals and sets benchmarks toward each goal. The Service/Goal Plan is based on the information gathered at the intake and program staff review the plan weekly with the student as they meets their goals and identify new goals, interests or challenges.

## Instruction and skill development

The program is designed to support students through a variety of learning styles, including visual, kinesthetic and audio. Instructors use a variety of teaching techniques and approaches, including hands on activities, presentations, homework, and group discussion. Assessment of student mastery of material is measured through homework assignments, class discussion and presentations and quizzes. Mastery is also measured by passing the National Restaurant Association Certification exams in each of the curriculum areas for students who wish to take the exams and earn college credit. Students can also request to take the WI Baker's Association exam, which is a hands-on exam. The Examiner observes the student set up their prep station and produce the product. Students who complete this to the Examiner's satisfaction obtain a Certificate of Training.

The program curriculum includes: 1. National Restaurant Association ManageFirst Curriculum including ServSafe, Cost Control, Nutrition, and Hospitality and Restaurant Management and Supervision. 2. Hands on commercial baking instruction that includes recipe conversion, understanding food science (how ingredients interact), use of commercial equipment, and commercial baking in a wholesale commercial kitchen; 3. employment readiness skills; 4. cognitive based life skills.

Students begin with 4 weeks of classroom training that includes life skills (communication skills, conflict resolution, financial literacy, hygiene, time management), National Restaurant Association Curriculum and employment readiness skills (resume writing, identifying and articulating your skills and strengths, career development, job search, job applications, interviewing skills, communication skills, conflict resolution, getting to work on time, workplace attire, worker rights, etc.). At the fifth week students begin to transition into the commercial training and production kitchen and are in the classroom three days per week continuing with the National Restaurant Association Curriculum and in the training kitchen two days per week learning the proper use of equipment, practicing converting recipes, learning how ingredients interact with each other and how they react in different conditions such as high humidity and heat. Students at this point are also beginning to learn baking and pastry arts techniques. In week 9 students are no longer in the classroom and are in the training kitchen three days per week learning to bake commercially.

Throughout the first 8 weeks Just Bakery staff see students five days per week. In weeks 9-12 staff see students a minimum of three times per week. Staff are available the other two days for: case management supports, tutoring, peer support and job placement assistance. Currently, upon program completion, graduates meet at least monthly with staff as they work to obtain or retain employment. Under this proposal we are including a new staff position, the Job Development and Placement Specialist to work more frequently with students on placement and retention and to work in the community to create new employment opportunities for our graduates. The position will be full-time. The Job Development and Placement Specialist will work with students and employers to resolve any challenges that may come up and to track student employment, retention and advancement for 12 months.

Throughout the first 12 weeks of the program students can meet with supportive services staff pre and post class, during their lunch break or, during the last month of training, on the two days per week they are not in class. As students near program completion, they are mentored in the training kitchen by JB staff, most of whom are program graduates.

Supportive Services:

Case Management and Resource Facilitation -

The Resource Specialist will also provide case management and resource facilitation, working to assist the individual in accessing needed community resources and services (as identified by the student). The role of the Resource Specialist is to help arrange, coordinate, monitor, and advocate on behalf of the student within various organizations and systems of care. The Resource Specialist works to connect students with additional supports in the community. Just Bakery students are also invited to attend JustDane's Journey Home reentry program monthly Service Fairs to learn more about community resources. Just Bakery staff are also frequent presenters at the Journey Home Service Fairs as a way of connecting with individuals newly released from prison who are interested in training and a career in baking or culinary.

#### Housing supports:

Many of our students enroll in Just Bakery while unhoused. Just Bakery will leverage JustDane's existing eviction prevention funds to assist students experiencing homelessness who meet the criteria for those funds. We will also reach out to our faith community partners for additional assistance for our students related to housing. Just Bakery staff are familiar with the homeless services system in Dane County and will also work closely with housing providers to get students linked to programs and screened through the Vi-SPdat to ensure they are enrolled in the housing services system.

#### Emotional and Mental Health Supports -

Peer support: The Peer Support Specialist provides critical support for the individual, meeting the individual where they are at in their journey, building a rapport, creating a safe and trusting relationship and environment for participants to share their stories, their challenges and their successes. We are relational beings and individuals who are justice involved, especially if they have been incarcerated, can feel cut off from healthy, supportive relationships. The Peer Support Specialist works with the individual to build a relationship with the participant and in doing so helps to connect them to the larger community. Peer Support Specialists provide an array of services that include but are not limited to:

- \*building a supportive relationship that fosters and nurtures recovery;
- \*providing information about services and resources in the community,
- \*assisting individuals in accessing those services and resources (which may include accompanying a peer to a recovery meeting to support them, riding the bus system with a peer as they learn the bus routes so they can get to a new job on time, etc...);
- \*provide crisis support as events and situations may arise,
- \*helping connect the peer to community activities, groups and recreational activities
- \*assisting the peer in navigating referrals and resources in the community,
- \*attending meetings or appointments with the peer
- \*supporting them when they encounter a barrier to a goal.

Consistent with best practices in the field of peer support, we anticipate the average Peer Specialist caseload to be between 7 & 10 individuals with some flexibility based on the individual needs and intensity of support that some participants may need, especially early in their participation in the program. We have an MOU with Project Respect for additional peer support for individuals who are survivors of human trafficking and that is provided either on site or in the community based on where the student would like the service to occur.

Referral and linkage to mental health and substance abuse treatment: Research related to the impact of justice system involvement suggests that the majority of individuals involved in the justice system have experienced significant trauma in their lives which can include poverty, racism, violence, immigration status, lack of access to

housing or good paying employment. Add to that the trauma of justice system involvement including incarceration and the magnitude of the need for both trauma informed services and specific trauma services becomes clear. Mental Health services can be difficult to access in Dane County as there can be waiting lists for services. While many individuals may have insurance, some do not, or they may have deductibles or co-pays that make seeking additional mental health services unfeasible. It is crucial that individuals who are justice involved and who have lived experience with substance abuse and/or mental health challenges be connected as quickly as possible with mental health services that are culturally relevant and competent and trauma informed, including Anesis Center for Therapy with whom we have partnered since 2017. Program participants who may be eligible for CCS services, but who have not been enrolled will then have the option to continue with Anesis through CCS for longer term therapy, to support their long term recovery and stabilization.

#### Job Development, Placement and Retention Support:

In the first week of the program, the Job Development and Placement Specialist will complete the initial interviews for a class job that also explores key information about the participant's employment experiences, what they look for in employment beyond a paycheck, pay range/hours/location, other considerations for employment. These initial interviews allow us to see where they are in their employment journey and help direct the Job Development and Placement Specialist in working with the student in their employment search. These are important considerations for someone to have long-term employment and who is looking for a career vs. a job.

Just Bakery students and graduates receive ongoing support for up to one year post graduation or employment. Upon initial placement in a job, the Job Development and Placement Specialist will check-in weekly with the Just Bakery graduate about the new job. The Job Development and Placement Specialist will also communicate weekly with the employer. Weekly contact occurs for the first three months. After three months, contact is reduced to a minimum of monthly contact with both the Just Bakery graduate and the employer, unless more frequent contact is requested. Graduates may continue to receive supportive services during the first year of their employment, including case management, job placement and retention support, peer support and a weekly peer led process group. The Job Development and Placement Specialist will follow up with the Just Bakery graduate and the 9 and 12 month interval to check on employment retention and promotions. Throughout the year program staff are available to employers and program graduates as a support to help ensure a successful employment placement. While formal contact is maintained for 12 months, students know that they can always return to talk with program staff should their employment end or if they would like help searching for new employment or in pursuing higher education, they are always welcome. This is especially crucial for individuals with histories of incarceration and who returned home with little or no support network.

#### Anticipated number to be served

Just Bakery will provide employment training and employment placement and retention support for 108 individuals. We will conduct 6 training cohorts for new students with each cohort having 8 students for 48 individuals. Just Bakery will continue to provide case management supports and job placement support for an additional 60 individuals who have completed the coursework and who are still engaged in supportive services including case management, peer support and job placement and retention supports .

We are lowering the number of students in our cohorts to better address the needs of our students. There is a sort of myth currently that anyone who wants a job can obtain one. While it may be true for individuals who have community supports and who have had successful work experiences and identifiable employment skills this is not

necessarily the case for individuals who have experienced incarceration, trauma, who are experiencing homelessness, who have lived experience with addiction and/or mental health challenges. For many of our students at Just Bakery, even now, finding employment is a challenge. Retaining employment, if obtained, is another significant barrier. Since 2021 while the employment market has seen a high demand for workers, the students engaged with Just Bakery still struggle with employment. Students enrolled in Just Bakery over the past two years are presenting with more barriers, fewer supports, and greater mental health challenges requiring more intensive support services and smaller class sizes.

#### Target population

Just Bakery's target population is individuals 18 and older who have low skills and who are facing significant barriers to vocational training programs and employment. Those barriers include but are not limited to: criminal justice system involvement (including felony convictions and/or incarceration), experiencing homelessness, lack of high school diploma or equivalency, addiction and/or other mental health challenges. Just Bakery is targeted at individuals who have an interest in pursuing a career pathway in food service, commercial baking and/or culinary arts, and/or who have an interest in a college degree in those areas, but who require additional education or training to be accepted into a college program. We offer two cohorts each year specifically for individuals who have experienced significant trauma in their lives, as indicated by the Adverse Childhood Experiences Scale (ACES). These two cohorts are modified to create space that is safe and provides added student supports, especially for students who are survivors of human trafficking, sexual assault and/or domestic violence.

Seventy-five percent of our participants are persons of color, 98% are living at or below the poverty level, 60% are parents of minor children, 90% have justice system involvement/conviction histories, 70% have been previously incarcerated, 70% are experiencing homelessness at the time of enrollment 75% have a diagnosed substance abuse and/or mental health challenge, 50% lack a high school diploma or equivalency, 70% have had no successful legal work experience. Just Bakery is open to individuals residing in Dane County, with the majority (95%) of students residing within the City of Madison in zip codes 53704, 53716, 53713, 53711.

#### Program duration

The program is a 12 month program that offers four months of employment training and 12 months of supportive services to help students find and retain employment. Given the significant barriers faced by our students we believe the twelve month duration is appropriate to assist them with the myriad of challenges faced by individuals who have justice system involvement and/or other significant barriers to employment. Over the course of the 12 months students will receive 420 hours of classroom and kitchen training, an average of 50 hours of job placement and retention support, an average of 60 hours of case management supports, up to 75 hours of peer support groups, as well as an additional 50 hours of peer support (on average).

#### Location

Training is provided at our Just Bakery classroom and our commercial training kitchen both located at 1708 Thierer Road, Madison. The program is located near East Town Mall and is on a bus route. Program hours are generally Monday through Friday from 8:30 a.m. until 4:30 p.m. Classroom hours are 9:00 a.m. until 3:00 p.m. and the additional time is available for students who need a quiet place to study or who need help with their homework. Students who leave the training program for employment while in the kitchen portion of the training are able to work with staff on weekends and on their days off to finish their requisite hours of kitchen training to complete the

program. As a working commercial kitchen that produces a line of baked goods to support the program we have trained staff in the kitchen during evening and weekend hours.

### Program goals

Overarching program goals include 1. individuals who have significant barriers to employment training and employment receive training that offers a career pathway; 2. students are connected with supportive services to address identified needs; 3. students obtain and retain employment at wages above minimum wage with a goal of at least \$15.00 per hour; 4. students realize increased economic stability, especially for justice involved individuals and their families through a career and college pathway, 5. students who are justice involved do not return to incarceration or commit new offenses.

Specific Program Outcome measures related to the program goals include:

1. 100% of students are screened for FSET and other community resources;
  2. 100% of students will increase their knowledge of community resources;
  3. 90% of students will increase their employment skills, life skills, financial literacy skills;
  4. 70% of students will increase their access to mental health and/or addiction supports through referral and linkage to recovery services and through the provision of Peer Support services;
  5. 80% of new students will obtain their ServSafe Certification;
  6. 70% of students complete the program in four months;
  7. 40% of students (training and carryover case management) obtain employment within 6 months
  8. 75% of students (training and carryover case management) obtain employment within twelve months
  9. 60% of students obtaining employment will obtain jobs starting at or above \$15.00 per hour;
  10. 100% of students increase their knowledge of their rights as an employee.
  11. 85% of students who obtain employment will maintain continuous employment for a minimum of six months;
  12. 20% students will enroll in college.
  13. 85% of justice involved students avoid further justice system involvement.
2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.

Just Bakery has developed a number of outreach and marketing plans to reach targeted populations, specifically people identified as having low skills and high barriers, especially justice involved individuals, individuals who are homeless, who have lived experience with mental health and/or substance abuse, and individuals who have experienced significant trauma.

To ensure student recruitment is an ongoing, sustained focus, the Job Development and Placement Specialist will take the lead on student recruitment for Just Bakery. This will include developing the schedule for outreach and recruitment opportunities, arranging for program graduates to also attend these events to share their stories (the graduates will be paid for helping staff these events). The Job Coach will also reach out to Dane County High Schools, including Metro High in the Dane County Jail, to target graduating seniors interested in a career but who may be facing barriers (including justice involvement) to enrollment in a college program.

In order to engage directly with prospective students Just Bakery staff will regularly attend area resource and job fairs to meet with prospective students face-to-face. Interested individuals will be asked to share their contact information and Just Bakery staff will connect with them personally via phone or email to follow-up on their interest and to answer any questions the prospective student may have about participation in the program. With the prospective student's permission, we will add them to our Just Bakery listserv so that they receive information about upcoming events and program Information Sessions and New Student Orientation sessions. As part of our prospective student engagement and recruitment we will also have a FAQ flier we will share at events describing the Certifications and college credits students enrolled in Just Bakery can earn.

We will continue to promote the program within the larger non-profit network in Dane County and with the Dane County Jail Huber program as a qualified training program for individuals with work release privileges. We have done this with Just Bakery for six years and, prior to the pandemic, it has worked well for individuals as they have time to focus on the learning process while developing their reentry plan with jail and the Just Bakery Resource Specialist. In 2023 we will begin receiving referrals from the Dane County Jail Diversion program as well.

Just Bakery will produce a short video for use within the Dane County Jail and on our website and social media describing the Just Bakery program and include interviews/testimonials from program graduates who are working in the field and/or working on their college degree. The video will emphasize the supportive student environment, small instructor to student ratio, additional supportive services like case management, job coaching, placement and retention support and peer support.

Just Bakery also has a weekly blog. Current students are responsible for writing the blog and chronicle their educational journey as well as discuss issues facing many of our students. The Blog helps facilitate student empowerment, work in a creative way on communication skills, and offers insights into the benefits of the program for other potential students.

The Job Development and Placement Specialist will work with the Department of Vocational Rehabilitation and with the Community Corrections Employment Program to recruit interested individuals for enrollment. Both of these organizations are able to pay students for their participation in the program which helps alleviate financial barriers to participation. Additionally, we have budgeted funds to provide training stipends for students for their participation in the program to help alleviate some of the financial strains they may experience while in the program.

Just Bakery will develop a promotional campaign to share on social media. Just Bakery will reach out monthly to the following Coalitions, Associations, organizations and networks to promote the initiative:

Dane County Jail

Dane County Pre-trial Diversion services

Dane County Homeless Services Consortium

Forward Services

Department of Vocational Rehabilitation (DVR)

Recovery Coalition of Dane County

Dane County Employment & Training Network

United Way HIRE Initiative Partners (Urban League of Dane County, YWCA of Dane County, Literacy Network, Centro Hispano, Latino Academy of Workforce Development, 4 C's Community Child Care)

FoodWorks

Workforce Development Board of SC WI

Employment & Training Association

WIOA  
Department of Vocational Rehabilitation  
Community Corrections Employment Program  
Dane County High Schools  
Catholic Multi-Cultural Center  
WI Department of Corrections Division of Community Corrections  
ATTIC Correctional Services  
ARC Community Services

3. Describe how your program includes input or suggestions from target population served in your program design and operation.

We are deeply committed to a curriculum, service delivery model and goals that are informed by ongoing feedback from our students. In the case of Just Bakery, this includes two key sets of stakeholders: our students and their potential employers. In the case of our students, we collect feedback using multiple approaches. This includes surveys administered regularly to gauge satisfaction and ways to improve training and case management services, job placement and retention support and feedback from employers about participant's strengths and challenges in the workplace. Some examples of how this feedback has informed program improvements includes: creation of a micro-loan fund to assist participants with unexpected costs, training stipends, increased skills practice and customer service skill building and incorporation of peer support and trauma informed practices to help students better address the challenges they are facing.

Another example of how we have utilized feedback from students and stakeholders includes moving from a 16 week curriculum to a 12 week curriculum model. In conversation with our students we found that a four-month program created challenges for individuals who have a supervision requirement of employment. We realized that a significant number of students felt pressure to quit the program to obtain a job and so were dropping out of the program. Shortening the program to 12 weeks has made it easier for some students to participate because their agents were more willing to support their engagement and it meant that they were obtaining their ServSafe certification, at minimum, which makes them more attractive job applicants.

The majority of our Just Bakery students have experienced significant trauma in their lives. As we evaluated our program retention rates it became clear to us that students with significant histories of trauma struggled to remain in class. They often felt too overwhelmed by the pace of the class and experienced test anxiety. We talked with students who had not completed the program and used their feedback to modify the program structure to better meet the needs of students with significant trauma. As a result, Just Bakery conducts two cohorts annually, that are specifically tailored to meet the needs of individuals who score high on the Adverse Childhood Experiences Scale (ACES). In those cohorts the pace of instruction is slowed down, students receive additional supports for case management and trauma support, students are afforded the choice to opt out of the online National Restaurant Association certification exams, which for many students alleviates a significant amount of anxiety. While the students don't take the online exams they are still learning from the same curriculum and taking quizzes in the class and completing homework to demonstrate skill and knowledge mastery.

We regularly seek input from employers regarding the performance of Just Bakery participants in the workplace. Additionally, we invite employers into the program to meet with students, to offer insights into the workplace and to share their stories about developing their own businesses as so many of our students have a dream to own their



own business. We have an Employer Advisory Group that meets quarterly to discuss employer needs, gaps in training they may see and ways Just Bakery can assist the employers in creating a more equitable, trauma informed workplace where all employees can feel safe and have the opportunity to thrive. This was the impetus behind our development of the Just Workplace™ training that we developed with input from our employer partners. The workshops are an intro to understanding barriers, self assessment for trauma informed workplace, finding problematic hiring policies and procedures, and more.

### **Theory of Change & Logic Model**

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:
  - a. Past service outcomes and other accomplishments that validate your approach.
  - b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.
  - c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.

#### Past Service Outcomes and Accomplishments:

Just Bakery was developed in response to the unique barriers to employment training and employment experienced by justice involved individuals. Inspired by the entrepreneurial interests of many of our reentry initiative participants, and by the success of programs like Greyston Bakery in New York, Homeboy Industries in Los Angeles and Delancey Street in San Francisco; Just Bakery was developed with the goal of becoming a model vocational and educational training program for justice involved individuals that would address the myriad of barriers faced by people who have justice system involvement.

Over the past 8 years Just Bakery has provided employment training and supportive services to an average of 120 individuals per year. All of our students face significant barriers to employment. Our average employment placement rate has been 70% of participants are placed in employment with 70% of those individuals retaining their employment for at least six months. Twenty students have enrolled in Madison College through the program and ten graduates have started their own businesses. When we started Just Bakery in 2013 Madison College's Culinary program was not willing to recognize Just Bakery's curriculum and training as meeting their enrollment criteria related to acceptance into their program. Our Just Bakery Coordinator worked closely with the college to modify our curriculum and enter into an Articulation Agreement wherein the College recognizes our curriculum as meeting their requirements and offers automatic acceptance into the Culinary program for our graduates. We have developed strong working relationships with many employers in the community who call to inquire whether we have participants to refer to them for employment.

In addition to employers calling us, we have successfully worked with employers to reduce hiring barriers within their own systems. For example, UW Hospitals and Clinics requires employment applicants to provide a printed copy of their criminal background check. Those copies cost money and the requirement was posing a barrier to our students. We worked with UW Hospital and they provided funding to Just Bakery to pay for those reports to alleviate that barrier for our students who were applying.

In working with justice involved individuals we know that food service industry is one of the more viable employment and career pathways for individuals who may have restrictions on where they can work due to the nature of their offense. Training programs that offer that career pathway then are important. For example, individuals who have been convicted of a violent or drug related offense may be restricted from working in healthcare or in areas where children are present. Individuals who have internet crimes may be restricted from careers that require internet access. Within the food service industry there are opportunities available for individuals with restrictions and we have been able to place students with those restrictions into good paying jobs within the community.

## Best Practices

Just Bakery was developed in accordance with the National Institute of Corrections Evidence Based practices and principles. While utilizing a nationally recognized food service industry curriculum, ManageFirst, Just Bakery also incorporates the 8 principles of evidence-based practices: 1. Assess risk and need; 2. Enhance motivation to change; 3. Target interventions – address the supportive services and identified needs; 4. Skill train with directed practice – this is utilized in every program component; 5. Increase positive reinforcements; 6. Engage ongoing community support; 7. Measure relevant processes and practices; 8. Measurement feedback.

Consistent with National Institute of Corrections evidence based practice, Just Bakery's curriculum is cognitive based, individualized in terms of supportive services offered, includes skill development and practice at every phase of programming, utilizes positive reinforcement, includes a dosage/intensity of services that is appropriate to the needs of the individual. The program also includes case management, mentoring, employment placement, retention and job coaching, all identified evidence-based practices. Just Bakery's culinary curriculum was developed in collaboration with Madison College and our own staff who have lived experience with the barriers faced by our students.

Just Bakery students receive 420 classroom hours of instruction through both the classroom and the training kitchen; an average of 50 hours of job placement and retention support; an average of 60 hours of case management; up to 75 hours of peer support group time, an additional average of 50 hours of peer support, as well tutoring as needed. Students also receive assistance with paperwork for college admission, including financial aid and scholarship applications.

Research organizations such as Public/Private Ventures have highlighted the importance of workforce development programs being driven by labor market demand and linked to particular employers and industries. Their Benchmarking study analyzed 214 programs across the country that served individuals with employment barriers. Their Benchmarking study found that programs aligned to demand had median placement rates of 64% compared with median placement rates of only 46% for broad employment programs. More importantly, they study found earnings gains of 15% -25% higher for targeted programs compared with broad employment programs. The work of Just Bakery has been guided by this best practice research. For example, our employer partners have been key to designing programming in collaboration with us that is driven by labor market demand and "just-in-time" based on industries and positions that are available. Moreover, rather than simply playing an advisory role, our employer partners are actively engaged in designing our training curriculum, meeting students and sharing information and assisting with skill building, providing paid and unpaid internships, hiring graduates and working with our staff to ensure participants retain and advance in their jobs. Not noted in the Benchmarking study but recognized by our program staff over the past 8 years has been the increased social capital students develop when interacting with employer partners in the classroom. The result of these best practice models has been outcomes that mirror the Benchmarking study.

A report from the Center for Economic Policy and Research “The Price We Pay: Economic Costs of Barriers to Employment for Former Prisoners and People Convicted of Felonies” (Bucknor & Barber, 2016) found that felony conviction history had a significant impact on the ability of both Black and Latinx individuals when seeking employment. The report found that the effects of incarceration and felony conviction were greater among men than women but still resulted in challenges for women. Consistent with the recommendations found in the “Race to Equity: A Roadmap for Equity: A Two Generation Approach to Reducing Racial Disparities in Dane County,” Just Bakery works with individuals returning home after incarceration, a disproportionate number of whom are Black, many of whom are experiencing homelessness (52% of unhoused individuals in Dane County are Black), have significant gaps in their employment histories, and who are lacking a high school diploma or equivalency. Just Bakery offers high quality employment training, job coaching and training certification, access to college and up to twelve college credits toward a degree through Madison College, thereby offering a pathway to a career that leads to a living wage, as well as a pathway to college with further increased economic opportunity and asset accumulation. Just Bakery has also assisted 9 graduates in starting their own businesses.

Racial disparities in arrest, conviction, poverty and household income between Black and Latinx families in Dane County and their white counterparts are greater than virtually anywhere in the State or nation. For example, unemployment for African Americans in Madison is nearly five times that of whites. Latinx households earn on average 45% less than white households. Add in a conviction record and the numbers become even more dire. Given these disparities, closing racial income gaps and putting more people of color on a path to the middle class is the primary objective of Just Bakery. According to the US Census, households of color comprise 20.4% of Dane County’s adult population. Annually, 70-80% of the students served in Just Bakery are persons of color. Thus, by helping households at four times their representation in the Dane County population Just Bakery can help to narrow the racial income disparities.

As the economy rebounds from the pandemic, the hospitality industry has bounced back ahead of many other sectors, yet it continues to struggle due to a lack of employees. We are fielding phone calls from restaurants in search of employees and offering significantly more than the minimum wage (up to \$22 per hour) for trained kitchen staff and we’re happy to help them connect with our graduates. As the economy continues to recover it will be crucial to have in place a network of employers willing to hire our students. Employment projections in the hospitality field predict that by the end of 2022 the need for food industry positions will be back to pre-pandemic levels but as we have seen, while the need exists, many food service businesses are struggling to find employees. The Bureau of Labor Statistics predicts continued industry growth through at least 2029 and also predicts that individuals who have a degree in the field will be positioned to assume the best jobs in the field, with the Bureau of Labor Statistics reporting the median annual wage in the field is \$55,320, a living wage for individuals who have face significant barriers to employment. By providing our students with greater access to college enrollment, including earning college credits and acceptance into Madison College’s Culinary Program, students have the opportunity to significantly increase their lifetime earning potential and move into the middle class.

#### Past Performance Tracking, Outcomes and Challenges

There are several program benchmarks that we track: 1. completion of the life skills portion of the training; 2. referral to education programs to assist with completion of GED or HSED; 3. obtaining training certificates through the National Restaurant Association or the WI Baker's Association; 4. completion of the full 12 weeks of programming; 5. obtaining employment at above the minimum wage; 6. obtaining full-time employment with benefits; 7. obtain employment at or above \$15 per hour; 8. employment retention; 9. college enrollment; 10. for justice involved individuals new offenses or return to incarceration.

As a current recipient of City of Madison funding and a United Way HIRE Initiative partner, we track and evaluate data on an ongoing basis. Included in the data tracked and used to assess and improve program design and impact: number of students enrolled in training; number of students who complete the training; number of certificates obtained by students, number of students who obtain employment and their wages, number of students who enroll in college or additional education programs, number of students who participate in case management, peer support and trauma support services, number of students linked to other community resources, number of students who increase their knowledge of their rights as an employee. We use this data to review the program, to look at modifications and challenges.

In our experience over the past eight years in Just Bakery (as well as our 24 years working in reentry), our staff recognize and understand the trauma of institutionalized racism, homelessness and incarceration. The program model, through its design offers space and place for students to discuss their experiences through regular peer support process groups. During these groups, participants discuss their experiences in the program, as well as challenges they may be facing, and their input is used to improve our program design and responsiveness to the needs of our students.

Sometimes returning from prison is a process that starts and stops. We understand that, sometimes the stresses of life means that the student has to step back to address some other personal challenges. Students who leave the program prior to completion are always welcome to reenroll. We understand that when you are under supervision, when you are experiencing homelessness, when you can't access treatment it can be difficult to complete a program. What we have learned in 8 years of providing training is that sometime students need a second or third try to get through the program. We are clear with students that even if they withdraw from the classroom portion of the training, they can continue to work with the supportive services staff to assist them in accessing community resources, case management, all of this designed to help the student stabilize their life circumstances and position themselves to return to the training portion of the program and complete it. One of our current staff members completed the program on his third try and has excelled. For the first two times he tried, life kept getting in the way – but he knew he was welcome to come back and welcome to connect with the Resource Specialist to help him access supports. It's not the norm, but it's important that we have not set limits on the number of times someone can enroll in the program. It's important that we don't blame students because they can't find housing or because there isn't a treatment bed available when they need one. We work with our students to help them recognize what we recognize, that success is a process and it doesn't happen all at once – not completing the program the first time through is not a failure, it is part of their individual process toward success.

One of the challenges we have experienced, especially over the past two years has been the increased mental health and addiction challenges faced by our students. The pandemic has resulted in additional trauma and stress resulting in increased drug use and relapse rates. We have seen this with program graduates who have been successfully placed in employment but are struggling and have reached back out to Just Bakery staff for support during that struggle. The expansion of supportive services included in this proposal will provide additional mental health and employment supports for students which we believe will increase program retention as well as employment placement and retention rates.

During the pandemic the Dane County Jail Huber Center has not allowed students out of the program to attend training programs. This has resulted in a reduction in enrollment. We remain in regular contact with the Huber program to resume that collaboration as soon as individuals are again able to be released for training. In order to reach more individuals, we are now collaborating with the Dane County Jail Diversion program for referrals into Just

Bakery. Participants in the Jail Diversion program who are not currently employed and face significant barriers to training and employment and who have an interest in a career pathway in food service will be referred. We are also seeking funds to provide stipends to our students to alleviate financial strains while they participate in the program. This will include working with programs like the Community Corrections Employment Program and Dept. of Vocational Rehab which can provide paid training stipends, as well as including funds in the Just Bakery budget to provide training stipends.

2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

Just Bakery incorporates community and program participant input in program development and continuous program improvement in a number of ways. First, we solicit participant feedback through participant satisfaction surveys. Responses are used to help us evaluate and improve our program content, service array and teaching techniques.

During our Strategic Planning process, current and past participants as well as community stakeholders were invited to be part of the process. This included a day-long focus group for which current and former participants were paid to participate. We sought input from them on the current program and agency design and services, gaps in services, program strengths and weaknesses and ideas for expansion and improvement. The Just Hospitality initiative (separate funding proposal) was one of the recommendations from that process.

We seek feedback from our employer partners to look at curriculum areas that should be expanded, enhanced or revised to improve the success rate for our students they hire. It was the input from these employer partners, JustDane's own reentry work and the experiences of students that led to the development of our Just Workplace training workshops for employers. These workshops focus on the workplace culture and environment, employer hiring practices and barriers they may have in place that prevent someone from either being hired or being able to feel safe and successful in the workplace.

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services.

Just Bakery incorporates community and program participant input in program development and continuous program improvement in a number of ways. First, we solicit participant feedback through participant satisfaction surveys. Responses are used to help us evaluate and improve our program content, service array and teaching techniques.

During our Strategic Planning process current and past participants as well as community stakeholders were invited to be part of the process. This included a day-long focus group for which current and former participants were paid to participate. We sought input from them on the current program and agency design and services, gaps in services, program strengths and weaknesses and ideas for expansion and improvement.

Just Bakery has a program Blog. The second week of each cohort the students take over the weekly blog and offer their insights into the program, what they are learning and the challenges. The students take turns writing the Blog and we use their insights to continually provide input into our program design.

Just Bakery has 11 full and part-time staff members including program graduates from different cohorts over the past 8 years. Their input is crucial to program development, evaluation and design. It is the result of input and meetings with the entire team and the experiences of our staff who have graduated from the program that is responsible for our current structural shift in staffing of the program. Three staff who are not program graduates still bring with them their own lived experiences with justice system involvement and experience in the food service industry.

In 2016, after feedback from students and graduates who had completed the program and those who did not complete the program, we modified the class schedule. The program had started as a 16 week program but four months of training did not work for individuals with Department of Corrections requirements to obtain employment and so many students left at the 10-12 week range. In 2016 we moved from a 16 week program to a 12 week program and modified the program hours to adjust for the changes.

In looking at enrollment trends with our students and the intake and assessment information they provided we recognized that a significant number of our students score high on the Adverse Childhood Experiences Scale, indicating a significant level of trauma in their lives. In 2018, with input from current and former students, we modified the program to offer students more flexibility in the curriculum meaning that all of our students learn the same material using the same curriculum but allowing students with high levels of anxiety to opt out of taking the exams reduces their anxiety and increases their retention. The exception to the test opt out is the ServSafe exam which is required and is the most immediately marketable of the Certificates. Students must still complete the materials and they take quizzes in class to demonstrate understanding and knowledge of the material but we found that this modification resulted in a higher completion rate for individuals with significant trauma histories. We also incorporated things like blankets, fidget spinners, markers and paper for drawing for students to utilize in the classroom to reduce anxiety and to improve their ability to concentrate.

**Budget** - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.

**YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM**  
**AGENCY AND PROGRAM REVENUES**

**Legal Name of Organization:** Madison Area Urban Ministry D/B/A JustDane

**Total Amount Requested:** \$199,929

**Contact Name and Email for Budget Info:** Linda Ketcham, linda@justdane.org

**\*\*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 2023	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	435,043	65,000	0				370,043
UNITED WAY DANE CO	391,432	83,944	0				307,488
CITY CDD-This Application	621,821	199,929					421,892
OTHER GOVT*	73,000	15,000					58,000
FUNDRAISING DONATIONS**	803,000	60,000					743,000
USER FEES	190,000	175,000					15,000
<b>TOTAL REVENUE</b>	<b>2,514,296</b>	<b>598,873</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,915,423</b>

\*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.

**YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM**  
**AGENCY AND PROGRAM REVENUES**

Enter all expenses for the programs in this application under the PGM A-D columns. Enter the amount you would like the City to pay for with this funding under the CITY SHARE column next to the PGM column. Enter all other programs in your agency under NON APP PGMS (last column).

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

ACCOUNT CATEGORY	AGENCY 2023	TTL CITY REQUEST	PGM A	CITY SHARE	PGM B	CITY SHARE	PGM C	CITY SHARE	PGM D	CITY SHARE	PGM E	CITY SHARE	NON APP PGMS
<b>A. PERSONNEL</b>													
Salary	1,415,146	123,109	315,146	123,109									1,100,000
Taxes/Benefits	225,347	14,502	60,347	14,502									165,000
<b>Subtotal A.</b>	<b>1,640,493</b>	<b>137,611</b>	<b>375,493</b>	<b>137,611</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,265,000</b>
<b>B. OTHER OPERATING</b>													
Insurance	28,500	1,500	7,000	1,500									21,500
Professional Fees/Audit	83,580	3,918	29,000	3,918									54,580
Postage/Office & Program	3,500	250	500	250		0							3,000
Supplies/Printing/Photocopy	57,000	7,500	40,000	7,500									17,000
Equipment/Furnishings/Depr.	10,000	0	5,000	0		0							5,000
Telephone	17,000	1,000	3,000	1,000		0							14,000
Training/Conferences	18,000	500	2,000	500									16,000
Food/Household Supplies	16,000	0	1,000	0		0							15,000
Travel	19,950	500	2,000	500									17,950
Vehicle Costs/Depreciation	2,000	0	2,000	0		0							0
Other	21,000	0	1,000	0		0							20,000
<b>Subtotal B.</b>	<b>276,530</b>	<b>15,168</b>	<b>92,500</b>	<b>15,168</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>184,030</b>
<b>C. SPACE</b>													
Rent/Utilities/Maintenance	115,429	5,150	38,233	5,150		0							77,196
Mortgage Principal/Interest	0	0											0
Depreciation/Taxes	29,354	0	11,354										18,000
<b>Subtotal C.</b>	<b>144,783</b>	<b>5,150</b>	<b>49,587</b>	<b>5,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95,196</b>
<b>D. SPECIAL COSTS</b>													
Assistance to Individuals	130,000	10,000	15,000	10,000									115,000
Participant Wages	47,000	16,000	42,000	16,000									5,000
Participant Taxes/Benefits	0	0											
Other	273,000	16,000	24,000	16,000		0							249,000
<b>Subtotal D.</b>	<b>450,000</b>	<b>42,000</b>	<b>81,000</b>	<b>42,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>369,000</b>
<b>TOTAL (A.-D.)</b>	<b>2,511,806</b>	<b>199,929</b>	<b>598,580</b>	<b>199,929</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,913,226</b>



**YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM**  
**AGENCY AND PROGRAM REVENUES**

Madison Area Urban Ministry D/B/A JustDane

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

Title of Staff Position*	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023
	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
Executive Director	0.10					0.10	81,200	17,864	99,064	39.00	4,000
Just Bakery Manager	1.00					1.00	50,000	11,000	61,000	24.04	20,130
Just Bakery Kitchen Manager	1.00					1.00	43,000	9,592	52,592	20.67	12,000
Baking & Pastry Arts Instructor	0.63					0.63	27,300	3,275	30,575	21.00	10,100
Lead Classroom Instructor	1.00					1.00	41,600	9,152	50,752	21.00	17,000
Instructor	0.65					0.65	23,400	2,808	26,208	18.00	13,000
Resource Specialist/Case Manager	1.00					1.00	39,520	8,694	48,214	19.00	15,910
Job Development & Placement Specialist	1.00					1.00	39,520	8,694	48,214	19.00	29,591
Peer Support Specialist	0.50					0.50	18,720	2,246	20,966	18.00	7,000
Just Bakery Production Specialist	1.00					1.00	36,400	8,008	44,408	17.50	4,440
Just Bakery Production Specialist	1.00					1.00	36,400	8,008	44,408	17.50	4,440
						0.00			0		
						0.00			0		0
						0.00			0		0
						0.00			0		0
						0.00			0		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
<b>TOTAL:</b>	8.88					8.88	437,060	89,341	526,401	234.71	137,611

\*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

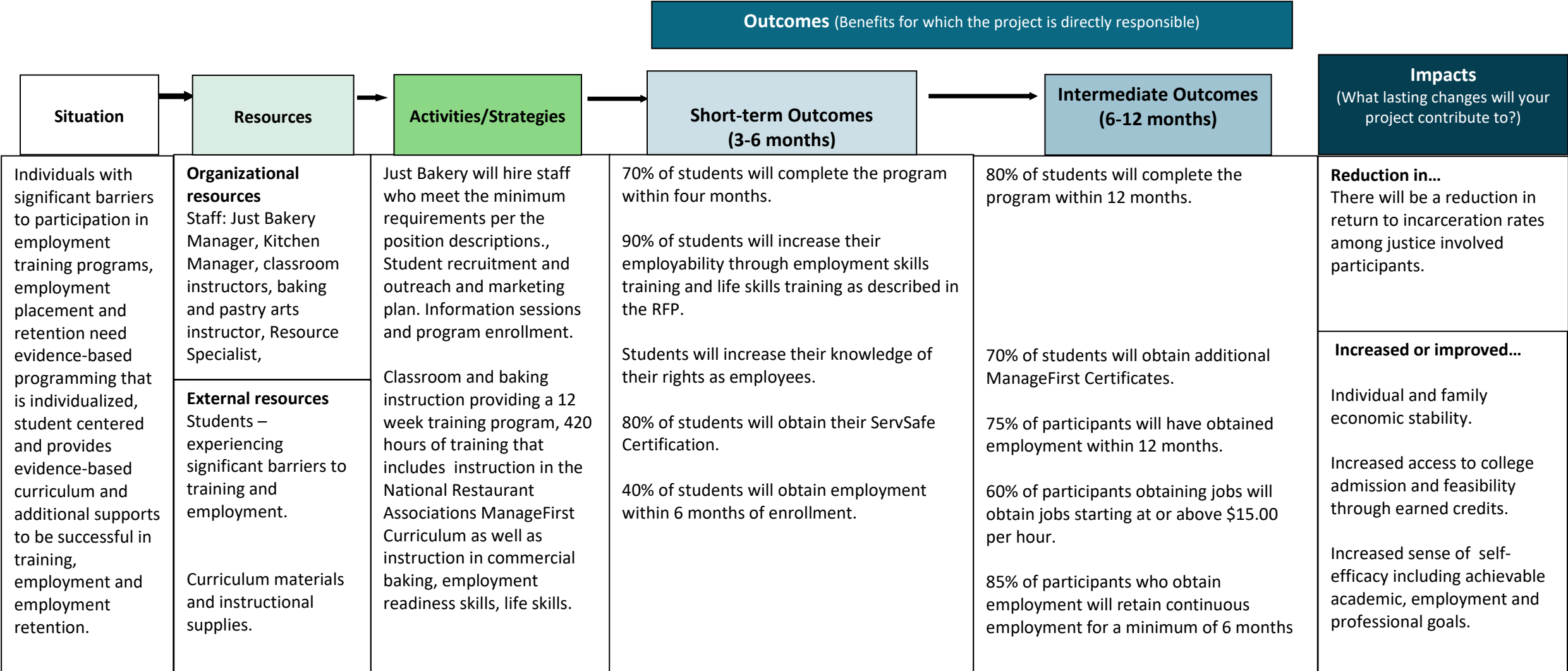
**YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM**  
**AGENCY AND PROGRAM REVENUES**

Please name each program you are requesting funding for next to each funding request.

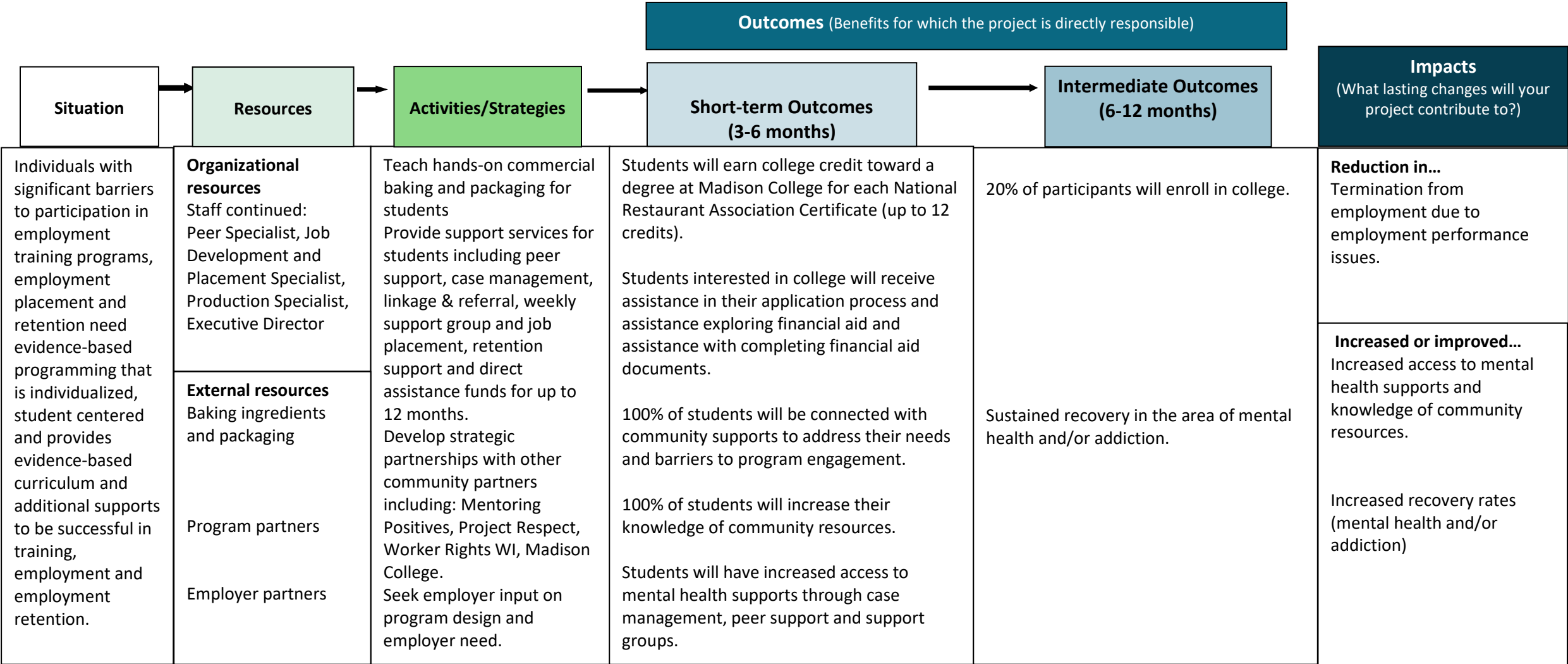
\*\*Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

<b>Pgm Letter</b>	<b>Program Name</b>	<b>Program Expenses</b>	<b>2023 City Request</b>
A	Just Bakery	PERSONNEL	137,611
		OTHER OPERATING	15,168
		SPACE	5,150
		SPECIAL COSTS	42,000
		<b>TOTAL</b>	<b>199,929</b>
B		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
C		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
D		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
E		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
<b>TOTAL FOR ALL PROGRAMS</b>			<b>199,929</b>

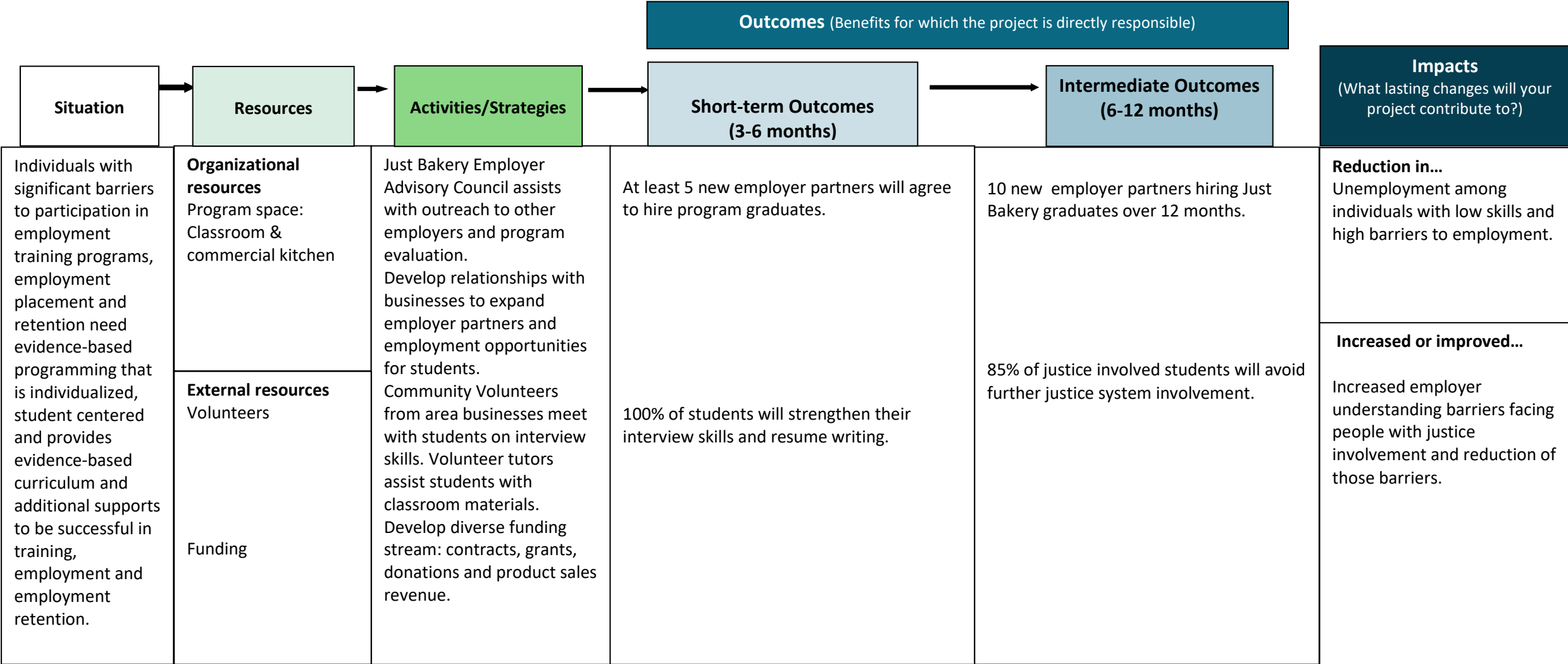
# Appendix B: Logic Model



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# Appendix B: Logic Model



## ***Letter of Intent: Hiring***

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### **Recruiting:**

#### *JustDane*

- Will match potential employees understanding the needs of the employer
- Invites the employer to be part of the recruiting process, to the extent they wish to be involved.
- Could recruit potential employees who go directly to the employer for hire
- May collaborate with other Agencies on behalf of employer and employee needs

#### *Employer:*

- Provides a clear understanding of the skills/talents necessary to be successful in the job
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- May wish to hire provisionally from the recruitment process, if partner agency is ramp-up training

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#### *JustDane*

- Training in Management, Supervision, Nutrition, Controlling Foodservice Costs, ServSafe. If Just Hospitality student, will also receive education in Accounting. Agency will communicate with the employer on which certifications new hires have attained.
- Hands on commercial baking experience in our kitchen (Just Bakery) or externship for hands on experience with North Central Group in food and beverage, housekeeping, public, laundry, and maintenance (Just Hospitality)
- Life Skills training in the areas of problem solving, money management, time management, personal change, and self awareness.
- Employment training in resumes, cover letters, statements, interviewing, as well as in communication, interpersonal skills, and self-advocacy.

#### *Employer*

- Employer will provide to partner agency the specifications needed for available positions and any additional training the applicant may receive at the employer, creating a seamless process and understanding of training expectations by the employee
- When feasible, the employer provides coach and/or mentor for on-the-job training and support

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- Will provide resume of potential employee
- Links applicants to employer's hiring process
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- Share any expectations of employment that you know of from the Employers with your Participants
- Provide retention assistance as needed
- Review the New Hire Checklist with participants so they know the expectations for Employers

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- Employer may wish, at the discretion of the partnership, to hire employee as a result of the recruiting process only, and then determine training needs through the agency
- Employer shares salary ranges and benefits package with JustDane.
- Seek assistance from JustDane if there are any issues with new hires within their probation periods so issues can be addressed as soon as possible – the Agency are here to support you
- Review New Hire Checklist with Agencies so they can help prepare participants for expectations

## **Onboarding:**

### *JustDane*

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- Check-in with employees and employer to insure a successful match

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- Employer responsibility—must provide onboarding plan for employee
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- Provide periodic check-in's (recommended at least three times within the first year of hire)

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- Employers share their learnings through a community of practice

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##### *JustDane*

- Let employee/participant know they can still contact us for support
- As appropriate, reach out to the participants to see how things are going (recommended at least once within the first 6 months of the hire)
- Seek understanding of career/growth opportunities for each Employer that you are paired with
- Know who are your key contact(s) are at the Employer Partners

##### *Employer*


- Support new hire
- Establish goals and metrics with new hires
- Employer reviews onboarding materials/process with new employee. This will ensure that the new hire knows all expectations
- Provide new hire with the dates or time frame for check-in’s (recommended at least 3 times within the 1<sup>st</sup> year of hire)
- Establish regular check-in times with Agency
- Provide information on career/growth opportunities for new hires and share this information with the Agency
- Know who is your key contact(s) at an Agency

#### **Participant Expectations:**

- Review all on-boarding materials provided by your Employer, so they know all expectations and policies
- Review New Hire Checklist so they are clear on what to expect
- Employer will establish check-in times and dates with new hire (recommended at least 3 times within the 1st year of hire)
- Know the supports that are available to them through the Employer and/or Agency. Know who the key contact is at the Company and at the Agency



- Seek help with any barriers or challenges that might come up with the Employer or Agency
- Seek clarification on anything that they don't understand or are unsure of.
- Ask about career advancement opportunities with the employer
- Communicate any issues (child care, transportation etc....) that might come up with your Employer or Agency as soon as possible.



07/12/2022

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Employer Signature

Date

Little John's Restaurant Inc.

---

Name of Employer Business

## Community to College Articulation Agreement

JustDane

And

Madison Area Technical College

This articulation agreement establishes a cooperative relationship between JustDane and Madison Area Technical College ("Madison College").

This agreement sets forth policies and procedures by which students who have completed coursework through JustDane's Hospitality Management training program may enroll in Madison College programs. The agreement will be effective upon the date of all signatures and will be renewed annually unless either party notifies the other of their intent to terminate. Madison College reserves the right to make policy revisions, which may affect the contents of this agreement due to changes in the curriculum or quality standards at either institution.

### 1. Purpose of Articulation Agreement

This community to college articulation agreement between JustDane and Madison College assures the acceptance of the National Restaurant Association's ManageFirst into Madison College. Madison College will grant equivalent college credit to individuals who have successfully completed and earned the corresponding certifications from the National Restaurant Association courses taught through JustDane, are Madison College students, and who successfully complete the Credit for Prior Learning process at Madison College.

### 2. Articulated Applied Associate Degree Programs and Certificates

Madison College will accept the noted JustDane courses as transfer/credit for prior learning toward the fulfillment of the requirements of the following applied associate's degrees (A.A.S.), technical diplomas, and certificates at Madison College.

The following chart identifies the JustDane courses and their corresponding Madison College course titles. Madison College Faculty have reviewed the curriculum for the JustDane courses noted in the chart below and verified that the coursework meets the outcomes for the Madison College Course noted in the chart.

JustDane Course Title	Madison College Course Title	Course #	Cr
"Hospitality restaurant management" and "Hospitality restaurant supervision	Hospitality Leadership	10-109-125	3
Hospitality Accounting	Revenue Management	10-109-134	3
Controlling food cost	Cost Control	10-316-134	3
Nutrition	Nutrition	10-316-152	1
Servsafe	Principles of Sanitation	10-316-101	1

### **3. Articulation Procedures**

**JustDane Students that successfully complete the assessments built into the JustDane courses that are used directly from National Restaurant Association and earn the corresponding certificate associated with each course will be awarded a Madison College Digital Credential, which will serve as the verification of success in the Credit for Prior Learning Process.**

**Should a student fail to make satisfactory progress in the next higher level course, the student may be required to transfer back to a lower level course at the discretion of Madison College.**

**JustDane is responsible for ensuring that students who are awarded the ManageFirst Certifications have met all of the requirements for the certificate.**

**JustDane agrees to promote this Memorandum of Understanding to students with information provided by Madison College.**

### **4. Key measurements for the partnership**

- a. Enrollment goal?
- b. Number of course to course transfers?
- c. Student success metric?

### **5. Partner roles and responsibilities**

#### **a. Madison College agrees to:**

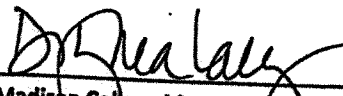
- i. Support JustDane in identifying additional employment opportunities within the hospitality industry and provide JustDane updates on student employment post-graduation.
- ii. Provide a quality education with the goal of employment in the hospitality industry in the Madison area.
- iii. Assist students in locating, applying for, and securing financial assistance to meet the educational goals of the program.
- iv. Promote internship and/or employment opportunities for referrals from JustDane.
- v. Promote opportunities to students for further education in other related areas.

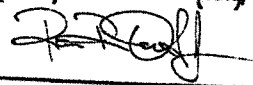
#### **b. JustDane agrees to:**

- i. Support students in preparing for and obtaining employment after graduation.
- ii. Communicate student challenges/support needs.
- iii. Partner with Madison College in development of additional relationships within the greater community.
- iv. Promote Madison College's hospitality education and career opportunities and provide assistance in developing pathways into Madison College.

The undersigned representatives of the institutions agree to the terms of this articulation agreement.


Madison Area Technical College

 12/15/2021  
\_\_\_\_\_  
Madison College Mentor Faculty /Date

 12/20/2021  
\_\_\_\_\_  
Dean /Date

 12.21.2021  
\_\_\_\_\_  
Vice President /Date

JustDane

 12/14/2021  
\_\_\_\_\_  
JustDane Executive Director Date

 4/6/2022  
\_\_\_\_\_  
Workforce and Career Pathway Manager

Memorandum of Understanding  
Between Madison-area Urban Ministry D/B/A JustDane and Project Respect  
January 1, 2023 – December 31, 2026

### **SUMMARY & PURPOSE**

This Memorandum of Understanding (MOU) outlines the mutually agreed upon elements of the partnership related to the delivery of supportive services for students in JustDane's Just Bakery program who have experienced significant trauma. This MOU is between JustDane's Just Bakery program and Project Respect.

The purpose of Just Bakery is to provide vocational training, mentoring, case management/job placement & retention services for individuals experiencing significant barriers to vocational and employment training programs. Those barriers include: homelessness; criminal conviction history; former incarceration; lack of high school diploma or equivalency, mental illness and/or addiction; and a history of significant trauma.

The purpose of this MOU is to provide additional supportive services within the structure of the Just Bakery program to specifically address the role of trauma as a barrier to successful completion of training and successful job placement and retention.

### **TIME FRAME**

The term of this agreement shall be from January 1, 2023 to December 31, 2026. Renewal of this MOU is contingent upon satisfactory progress toward the goals and outcomes outlined in this MOU and continued funding through the City of Madison.

### **SUMMARY OF ANNUAL GOALS FOR JUST BAKERY TIC MODULES**

- 1) Up to 20 Just Bakery students who have a history of trauma will receive additional supportive services through Project Respect to assist them in completing the Just Bakery program.
- 2) 80% of the students receiving additional supportive services will complete the Just Bakery training program;
- 3) 80% of the students receiving additional supportive services will obtain employment and retain it for at least six months.

### **WHO WILL BE SERVED**

The Just Bakery program provides vocational training, case management and job placement and retention for individuals who have significant barriers to employment and employment training, including: homelessness, criminal conviction, prior incarceration, mental illness, addiction, lack of high school diploma or equivalency and, for a number of students, a significant history of trauma. Individuals served through this MOU will include women who have experienced significant trauma, including: domestic violence, human trafficking, sexual assault and exploitation; may be single mothers; have a history of mental wellness challenges or addiction.

## **SERVICES TO BE PROVIDED**

- 1) Just Bakery will provide vocational training for students in the area commercial baking. Training components include life skills, financial literacy, food safety, baking math, food science, and commercial baking.
- 2) Just Bakery will provide case management and job placement/retention support for students in the program.
- 3) Project Respect will provide a bi-weekly process group for Just Bakery students with a significant trauma history.
- 4) Project Respect will provide orientation groups for Just Bakery enrollees identified as having significant trauma histories as measured by a score of 3 or higher on the Adverse Childhood Experiences Scale (ACES). These orientations will occur during the two weeks prior to the actual Just Bakery training start date and will focus on preparing students for the rigors of the classroom.
- 5) Project Respect will provide peer support for women who are enrolled in the program who have experienced significant trauma.
- 6) Project Respect will refer women from their program who are interested in the Just Bakery program for training. Just Bakery will refer students not already engaged with ARC/Project Respect who have a history of trauma to Project Respect for support services.

## **COMMUNICATON AND REPORTING**

- 1) During the classroom and production kitchen portion of the training, Just Bakery and Project Respect staff will maintain at minimum weekly communication regarding program participants receiving wraparound trauma informed services.
- 2) Upon job placement, the Just Bakery case manager and Project Respect Peer Support Specialist will maintain regular contact to track challenges the participant may be facing related to employment and for the purposes of supporting the individual in their job placement.
- 3) Just Bakery and Project Respect staff will work collaboratively to track the employment retention of participants receiving wraparound trauma informed services.

## **REIMBURSEMENT**

JustDane's Just Bakery Initiative shall reimburse Project Respect \$1,500 monthly for orientation groups and peer support services for students referred. Project Respect shall invoice JustDane monthly for reimbursement.

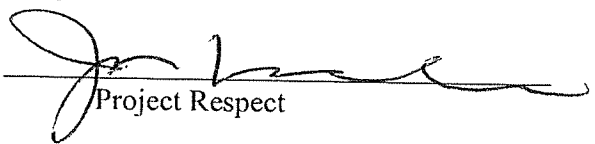
## CHANGES & TERMINATION OF AGREEMENT

Any changes to the terms of this agreement must be mutually agreed to in writing. Either party has the right to exit the terms of this agreement through a 90-day written notification.

## SIGNATURES

By signing below, each person hereby represents that she/he has the authority to sign this MOU and bind the agency they represent to adhere to its terms.

  
\_\_\_\_\_  
Madison-area Urban Ministry D/B/A JustDane

  
\_\_\_\_\_  
Project Respect

## ***Letter of Intent: Hiring***

This document is between employer partners and JustDane's Just Bakery and Just Hospitality pathways initiatives. By signing this Letter of Intent the employer verifies that it is an employment partner and wishes to hire eligible applicants who have completed the Just Bakery and/or Just Hospitality programs. This document explains the different roles and expectations of the agency and the employer with the goal of easing the transition so we can successfully support employers and the employees.

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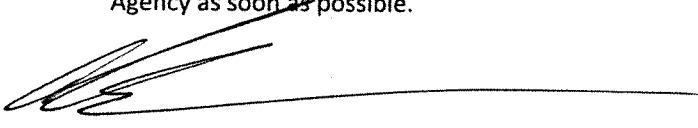
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7/6/22

Employer Signature

Date

Quince and Apple LLC

Name of Employer Business

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- Shares salary ranges and benefits package with potential applicant to screen and identify applicants
- Let Employer know when you have referred a participant to them for a job
- Share any expectations of employment that you know of from the Employers with your Participants
- Provide retention assistance as needed
- Review the New Hire Checklist with participants so they know the expectations for Employers

### *Employer*

- Provides a clear understanding of the skills/talents necessary to be a successful employee
- Is solely responsible for hiring and choosing their employees
- Employer may wish, at the discretion of the partnership, to hire employee as a result of the recruiting process only, and then determine training needs through the agency
- Employer shares salary ranges and benefits package with JustDane.
- Seek assistance from JustDane if there are any issues with new hires within their probation periods so issues can be addressed as soon as possible – the Agency are here to support you
- Review New Hire Checklist with Agencies so they can help prepare participants for expectations

## **Onboarding:**

### *JustDane*

- Handles employee questions and sets appropriate expectations
- Explains onboarding process to set early expectations
- Check-in with employees and employer to insure a successful match

### *Employer*

- Employer provides an understanding of the onboarding process to the partner agency, so that a presenting applicant knows what to expect
- Employer responsibility—must provide onboarding plan for employee
- To the extent possible, employer/manager/coach helps employee understand company and department norms to understand formal and hidden rules
- Provide periodic check-in's (recommended at least three times within the first year of hire)

## **Retention:**

### *JustDane*

- Regularly reviews cases to understand successes and failures with the employer to improve success rates of matches

- Provides training case management, particularly if applicant is in danger of failing
- Provides cultural competency and understanding to hiring managers
- May be called on to discuss work rules and teach/interpret the hidden rules of the workplace
- Partner agencies share their learnings through a community of practice

#### *Employer*

- Hiring manager provides peer mentor
- Hiring manager shares work culture, including the hidden rules of the workplace
- Provides regular check-ins, until performance appraisal process begins
- Reports back to Agency how successful is the hire/match
- May call agency if additional training is needed, or is a “watch” candidate in danger of failing
- Employers share their learnings through a community of practice

#### **Communication**

##### *JustDane*

- Let employee/participant know they can still contact us for support
- As appropriate, reach out to the participants to see how things are going (recommended at least once within the first 6 months of the hire)
- Seek understanding of career/growth opportunities for each Employer that you are paired with
- Know who are your key contact(s) are at the Employer Partners

##### *Employer*

- Support new hire
- Establish goals and metrics with new hires
- Employer reviews onboarding materials/process with new employee. This will ensure that the new hire knows all expectations
- Provide new hire with the dates or time frame for check-in’s (recommended at least 3 times within the 1<sup>st</sup> year of hire)
- Establish regular check-in times with Agency
- Provide information on career/growth opportunities for new hires and share this information with the Agency
- Know who is your key contact(s) at an Agency

#### **Participant Expectations:**

- Review all on-boarding materials provided by your Employer, so they know all expectations and policies
- Review New Hire Checklist so they are clear on what to expect
- Employer will establish check-in times and dates with new hire (recommended at least 3 times within the 1st year of hire)
- Know the supports that are available to them through the Employer and/or Agency. Know who the key contact is at the Company and at the Agency

- Seek help with any barriers or challenges that might come up with the Employer or Agency
- Seek clarification on anything that they don't understand or are unsure of.
- Ask about career advancement opportunities with the employer
- Communicate any issues (child care, transportation etc....) that might come up with your Employer or Agency as soon as possible.

*Alexa C Lindenmeyer*

06 / 27 / 2022

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Employer Signature

Date

Short Stack Eatery, LLC

06 / 27 / 2022

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Name of Employer Business

Memorandum of Understanding  
Between  
Madison-area Urban Ministry D/B/A JustDane 's  
Just Bakery Vocational Training Program  
And  
The Worker Justice Wisconsin

**Summary & Purpose:**

This Memorandum of Understanding (MOU) outlines the mutually agreed upon elements of the partnership related to the programs and services of JustDane's Just Bakery vocational training program and Worker Justice WI.

The purpose of the Just Bakery vocational training program is: 1) to provide life skills, employability skills and vocational training for individuals who face significant barriers to employment, including: homelessness; criminal conviction history, former incarceration, mental wellness challenges, addiction history, lack of a work or employment history, lack of a high school diploma or equivalency; 2) to assist individuals in learning the skills required to obtain and retain employment; 3) to provide training in commercial baking offering a career pathway for individuals who enter the program with skill and training deficits; 4) to provide supportive case management, peer support and mental health supports to ensure individuals are successful in completing the program, as well as obtaining and retaining employment; 5) to ensure that individuals understand their rights and responsibilities as they enter the workplace.

**Timeframe:**

The term of this agreement shall be from January 1, 2023 to December 31, 2026. Renewal of this MOU and funding is contingent on satisfactory progress toward program goals and outcomes as outlined in this MOU and upon continued City of Madison funding.

**Who Will be Served**

The Just Bakery program will serve individuals who face multiple and chronic barriers to employment, including, but not limited to: 1) homelessness; 2) criminal conviction history; 3) prior incarceration; 4) no significant or successful work history; 5) no high school diploma or equivalency; 6) have a significant history of trauma that has interfered with their ability to participate in training programs; 7) have addiction and/or mental health challenges.

**Services to be Provided**

Just Bakery program will provide:

- 1) Life skills training that includes: appropriate hygiene, workplace communication, workplace expectations, punctuality, financial literacy and budgeting skills, tenant rights and responsibilities;



- 2) Employability skills that includes understanding the workplace culture, communicating with your supervisor, resume writing, interviewing skills and practice, getting along with co-workers, dealing with frustration on the job;
- 3) Case management services focused on addressing housing, connecting to treatment and community support systems;
- 4) Job placement and retention support;
- 5) Weekly mental health process group;
- 6) Peer support and mentoring in training and on the job;
- 7) Participant tracking of program completion, employment and retention.

The Worker Justice Wisconsin will provide:

- 1) Worker Justice Wisconsin will develop and annually update a workshop curriculum and materials specifically for Just Bakery students that focuses on worker issues in the area of culinary arts and food services (\$3,000);
- 2) Worker Justice Wisconsin will provide six trainings for Just Bakery students (one training per class co-hort) at \$500.00 per training;
- 3) Worker Justice Wisconsin will accept referrals from Just Bakery to their Collective Worker Power initiative.

### **Changes & Terminations of Agreement**

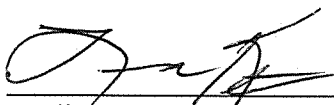
Any changes to the terms of this agreement must be mutually agreed to in writing. Either party has the right to exit the terms of this agreement through a 90-day written notification.

### **Reimbursement**

JustDane shall reimburse Worker Justice Wisconsin up to \$6,000 annually for services provided through this MOU. Worker Justice Wisconsin shall invoice Just Bakery monthly for services rendered.

### **Signatures**

By signing below, each person hereby represents that she/he has the authority to sign this MOU and bind the agency they represent to adhere to its terms.



Madison-area Urban Ministry D/B/A JustDane



Worker Justice Wisconsin