



## 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)

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Legal Name of Organization:	Jewish Social Services of Madison	Total Amount Requested:	\$ 20,050
Program Name:	Refugee Youth Employment Program		
Program or Activity are you Applying for:	<input checked="" type="checkbox"/> Youth Employment Services (ages 14-21) <input checked="" type="checkbox"/> Youth Employment & Training <input type="checkbox"/> Wanda Fullmore Youth Internship Program <input type="checkbox"/> Young Adult Employment Services (ages 18-26) <input type="checkbox"/> Adult Employment Services (18+)		
Contact Person:	Becca Schwartz	Email:	becca@jssmadison.org
Full Address:	6434 Enterprise Lane, Madison, WI 53719	Telephone:	608-442-4081
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.

Currently, Jewish Social Services of Madison (JSS) provides employment based services through our three primary case management programs, Reception and Placement, Preferred Communities, and Refugee Support Services. Through these three programs, case managers and agency staff work with refugee, asylee, and humanitarian parolee clients to overcome barriers to self-sufficiency. These clients face barriers to employment that may include pre and post arrival trauma, as well as language, cultural, child care, and transportation barriers, among others. Both the Reception and Placement program and Preferred Communities include a client guided service plan which establish client goals and barriers to economic and social self-sufficiency and steps they will take with case managers to overcome these obstacles. Case managers may assist clients with job applications, connect clients with community employers, or provide referrals to community employment partners. The Refugee Support Service program is for clients seeking assistance with employment and career advancement. This includes creating an employment plan and can include referrals for ESL or other programs, job search and placement, interview preparation or assistance with planning for an advanced degree.

Up until this point, JSS has focused on primary wage earners with employment-related case management. As the experts in refugee resettlement in Dane County, JSS is well placed to be able to expand employment and early career case management to youth within the same families.

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.

Jewish Social Services, as the only refugee resettlement agency in Dane County, has become the trusted partner among local immigrant communities for resettlement and family reunification. We serve refugees, asylees and other humanitarian immigrants for up to five years, or until they're eligible to become naturalized US citizens.

Jewish Social Services strives to employ staff that represent the communities we serve. We currently employ staff members that speak Russian, Wolof, Dari, Pashto, French, Kinyarwanda, and Swahili. Many team members also share the cultural and experiential backgrounds of our clients. Clients who do not have similar languages with staff members receive telephonic interpretation for all services. Additionally, staff members learn how to use cultural humility, an equity lens, and active listening to improve connections and partnerships with JSS clients.

Our agency also regularly seeks community feedback to ensure services are designed to be valuable, authentic, and engaging for clients. Every year we do a survey of case management clients. We take a random sample of clients and conduct a phone survey in the client's preferred language. Twice a year we also carry out a community focus group which allow for more open ended client feedback. Feedback is then utilized to update and adjust services as appropriate and helps guide future agency programming.

Additionally, we tremendously value our partnerships with past clients and community organizations such as Umoja Ni Nguvu, a refugee run grassroots organization that provides mutual aid for newly arrived Swahili speaking refugees. Past clients and groups like Umoja Ni Nguvu often act in an advisory capacity and help us communicate and serve the community, providing recommendations on topics such as employment, housing, and cultural orientation.

We also have several social events throughout the year that allow staff, clients, and volunteers to socialize and strengthen their relationships. We have a World Refugee Day panel, a refugee Thanksgiving, and a First-Responder's picnic. The First-Responder's picnic is an opportunity for the families and first-responders (police, EMTs, and fire department) to come together and ask each other questions. Past events have had 100+ attendees and included both past and current clients.

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

Jewish Social Services and its precursors have worked to assist immigrants and refugees in the Dane County community since the 1930s. The current iteration of our agency's refugee resettlement program has quickly expanded since 2017 when the agency began resettling refugees in response to the Syrian crisis. Jewish Social Services is currently the only refugee resettlement agency in Dane County. Our team members have extensive experience in both refugee resettlement and case management. We resettled 30 refugees in our first year, 49 in our second year and 64 in our third year, and plan to resettle 150 by the end of fiscal year 2022. We have resettled people from Syria, Iraq, Afghanistan, Pakistan, Vietnam, Democratic Republic of Congo, Rwanda, Burundi, and the Central African Republic.

Our staff are skilled in providing information and referrals, support with receiving government and other benefits, short-term advocacy, longer-term case management services, volunteer support and opportunities for social engagement for seniors. Support programs include case management for employment and job training, intensive case management, housing assistance, cultural orientation, community mentorship, and mental health and psychosocial support groups, among others. Our talented and trained staff bring a wealth of experience serving a diverse client base, lived experience as refugees and immigrants, and strong relationships with many service partners. Two case managers have Masters level social work qualifications and another coordinates wellness programming. Becca Schwartz, MBA, currently leads the department as resettlement director. She is a former Peace Corp volunteer and has extensive experience in social enterprise and nonprofit leadership.

Training and ongoing professional development are also an important part of JSS Refugee Programming. The goal in training new staff is always to demonstrate understanding of the requirements of their primary program as well as each of the resettlement programs [Reception and Placement (R&P), Refugee Support Services (RSS), Preferred Communities (PC) Aljirani Madison (mentorship program), and MHPSS (mental health and psychosocial support groups) according to all grants, contracts, and cooperative agreements, and to demonstrate an understanding of how the programs are implemented at our agency. The purpose of ongoing training is to continually improve JSS programs and the services offered to JSS clients. Ongoing training includes regularly offered webinars by affiliate organizations on topics like diversity, equity, and inclusion, cultural humility, and best practices of case management. Whenever possible, staff members are also offered the opportunity to attend national level conferences to enhance skills and keep up to date on industry best practices.

### **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.

Jewish Social Services works with a variety of community partners in order to enhance client well-being and establish an all encompassing array of services designed to promote independence. We have established partnerships with other area organizations that represent these same values for working with people of

color, immigrants, and the LGBTQ+ community of Madison. Support of refugee youth is an avenue we are hoping to expand, but currently have had great success with partnering organizations.

As a resettlement agency, we place a large emphasis on self-reliance gained through employment. One of our most successful partnerships has been with the Forward Service Corporation (FSC) who, with partnership from JSS, offer a weekly refugee workshop for finding work that is suitable to each client's needs. The refugee workshop provides opportunities for pre-employment and career preparation through enrollment into the Wisconsin Works (W-2) and Road to Livelihood (RtL) programs. W-2 is for couples and individuals with minor children and RtL works with couples and individuals without minor children, and can enroll minors ages 16 and up. Both programs assist clients in professional development through interview practice, vocational education, and assistance in applying for employment. FSC also provides an additional layer of support by offering individualized case management and service plans with case workers who arrived into the United States as refugees. One of the greatest components of this program is the ability for youth to receive services that will help foster professional development at a young age. Youth who are interested in certain careers can receive assistance in creating resumes, earning certificates, connecting with local employers for employment or internship opportunities, and setting a budget. Refugee families are often reliant on a single income which serves to add additional hardship for stability. Youth who are able to attend this program gain the opportunity to build upon their skillset and network with employment specialists who can help them with educational and career planning. In turn, they are then able to assist in supporting their family, reducing reliance on a single income. Forward Service Corporation's support of JSS allows for our clients access to expert employment support services that are culturally and linguistically appropriate.

For school services, we work in collaboration with the Madison Metropolitan School district to facilitate educational services by enrolling school age students and coordinating with social workers to ensure a smooth transition into a new environment. We will assist young adult clients in enrolling at Madison College to earn their high school equivalency diploma or attend ESL classes in addition to working with career and academic advisors. This improves their employability and aptitude for acclimation into the local community. Clients 18 and up may also choose to attend the Literacy Network for English language acquisition which offers classes both online and in-person that will cater to work schedules and appointments.

A prominent community partnership to highlight is our continuing work with Open Doors For Refugees (ODFR). ODFR is an all-volunteer organization that provides eleven service teams in areas that have been identified as key needs for refugee clients. The employment team reaches out to potential employers and connects job seeking clients with opportunities in the Madison area. Client employability is strengthened through assistance in filling out applications, resume writing, interviewing skills, and offering transportation to interviews. Transportation is of particular importance for our clients as many do not have a driver's license or car to get to work. ODFR provides transportation in the first 90 days to appointments and also offers training on bus routes, teaching clients how to safely navigate the community and move around independently.

All of our partners serve people of color, immigrants, and people from the LGBTQ+ community.

**\*\*REMOVE???**

The Catholic Multicultural Center and Community Immigration Law Center are organizations that work with our clients by offering immigration legal services or providing referrals for low income immigrants who are unable to afford a private attorney. High lawyer fees create an additional barrier to independence for refugees. Refugees are often interested in reuniting with their family abroad and will petition for them to come to the United States, but may face difficulty due to financial constraints or confusion with applying. Reunification is a long term process requiring precise documentation and a strict adherence to policy in order to not extend the arrival date of family members. Immigration legal representatives from these organizations

help to ensure accuracy and timeliness during the petition process as it can be an incredibly complex task that would be difficult without their assistance. Their compassion and advocacy for equitable access help build a positive rapport between clients and Jewish Social Services, instilling a sense of trust that their needs will be met. Additionally, refugees must apply for adjustment of their legal status by filling out an application for permanent residency. Clients are able to set up appointments or walk-in and work with volunteers to help them understand the legal framework used in the determination of their status. These services offer an effective legal resource that may lie outside the scope of many non-profit organization's capabilities, providing a comprehensive platform for legal representation for people of all backgrounds in Madison.

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

Forward Service Corporation, Open Doors for Refugees, Madison College, Literacy Network, all described above

- 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+).

**\*\*UPDATE\*\***JSS, Lit Network, FSC, CMC, CILC, ODFR, Madison College

- 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.

Jewish Social Services is hoping to expand our employment-related support services to refugee youth. Currently, we are only able to serve the adult population with employment services as we lack the required resources. During the initial 90 day resettlement period for incoming refugees, they are referred to Forward Service Corporation for the W-2 program. We collaborate on our mutual expertise in terms of connections to local employers and for helping clients identify and build upon their skillset. Outside of those 90 days, clients are able to enroll into our long term program called Refugee Support Services (RSS) which helps connect clients to employers. Over time, we would like to establish employment workshops and training sessions to educate our clients with employment skills. The workshops would be informed by Forward Service Corporations knowledge as we would coordinate with their organization on the development of this program. Youth clients would be included into the program which would be a new endeavor for us as we typically work with adult clients and refer to other organizations to help young clients. Separate workshops would be held just for youth to focus on their needs. Forward Service Corporation offers a program called Road to Livelihood which allows people 16yrs or older to develop their career interests. Workshops would resemble the program offered by FSC where clients can advance their professional development by practicing resume writing, interview skills, career planning, accessing educational resources, and setting a budget. We would like to tailor our workshops with the assistance of Forward Services Corporation by catering to the individual needs of our youth clients. Helping our younger clients learn basic employment skills gives them the chance to plan for the future and develop their passion in terms of career trajectory.

Grant funding will allow for greater incorporation of our partnered organizations, Open Doors for Refugees. Volunteers from their employment team could attend the meetings to assist clients while also gaining exposure for their own services. One of the most consistent issues we face is with clients being aware of additional resources in the area. By setting up a workshop program, clients could become better informed on the services offered by Open Doors for Refugees, spreading the word to other potential clients. Their organization has mentioned their intention to expand their reach to additional refugee groups in the area. Integration of our services offers a mutually beneficial situation in which both organizations are able to encompass a wider array of populations in need. We also see a mutually beneficial opportunity to grow with the Forward Services Corporation. By building up our employment

program at JSS, we will be able to create a list of employers in the area who are interested in working with the refugee population. This will then allow both organizations to strengthen their network by sharing contacts and collaborating to create strategies for improving employment outcomes. This in turn will help FSC grow its client base for refugees who are interested in other services offered by their organization. Serving more clients will offer more opportunities for FSC to apply for additional funding to bolster their own programs. Finally, FSC often needs interpreters for their services and must utilize a language line when meeting with clients. Communication can become convoluted over the phone and create confusion for clients. Our increased coordination may allow for exposure to people from the refugee community who can interpret in person to assist in the delivery of services.

In the future, we would also like to expand internally. Currently, the RSS program is headed by a single case manager who has a high caseload, reducing our bandwidth for employment support. Additional funding would give us the opportunity to add an additional case manager, allowing for a wider scope of available assistance. Our goal is to continue growing and eventually have two case managers for each program we offer. While we hope to do this soon, we currently lack the funding available to hire someone within another RSS position. As we continue to see large influxes of refugee movements into Madison, there will be a greater need for serving these different groups. Jewish Social Services can reduce the burden on external organizations by taking on further employment services within our own organization as experts in refugee development. We will be able to create detailed service plans to meet the varying needs of clients as compared to other organizations who do not have that knowledge.

### **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.

Jewish Social Services will hire a new case manager responsible for providing employment, training and career development services to youth. The program will be based on the model of support currently provided through our Refugee Support Services (RSS) program. RSS is a case management and referral program for individuals with refugee, asylee, and humanitarian parolee status who are within 5 years of arrival or status adjudication and looking for assistance with employment and career advancement. This includes creating an employment plan and can include referrals for ESL or other programs, job search and placement, interview preparation or assistance with planning for an advanced degree. As our refugee resettlement program has drastically expanded in recent years, from 30 individuals in fiscal year 2017, to 150 in the current fiscal year, there is a significant need to expand our employment services beyond our single RSS employment focused case manager.

Program recruitment will occur primarily from internal referrals, with additional referrals for asylee and humanitarian parolee clients coming from community partners who also serve these communities, such as Forward Service Corporation, the Literacy Network, and Open Doors for Refugees. Clients enrolled in our agency's Reception & Placement (R&P) program each complete a service plan around 30 days after arrival. Service plans are completed for each member of the family, and as such, will include youth and young adults who may be seeking employment. Upon identifying appropriate candidates, the R&P case manager can refer the individual to the youth employment case manager for enrollment in further services. Additionally, we maintain an internal database of all refugee arrivals easily searchable by date of birth. This will allow us to directly reach out to past and current clients in the appropriate age range to offer enrollment in employment services. As over 90% of clients decide to enroll in ongoing case management services after their initial 90 days in the R&P program, we can expect a high rate of enrollment in a youth employment program from internal referrals.

Program clients will work with the case manager to complete an employment plan which includes an assessment of language and literacy skills, education, health status, work history, and job availability and work restrictions. Clients

will also work with their case manager to establish their employment or education goals, steps needed to achieve goals, and a timeline for when goals will be achieved by. An emphasis will be placed on goals that focus on long term career development, such as unpaid internships, and educational opportunities. The case manager will establish a check-in timeline to periodically review goal progress with the client. The case manager will use their network of community employers, educational institutions, and community resources to work with the client to establish goals that will provide job training, career advice, and valuable work experience. Clients will work closely with their case manager as they navigate the action steps of their employment plan.

The Refugee Youth Employment Program will also host periodic workshops for clients to connect with community partners, internship opportunities, educational resources, and private, non-profit, and government employers. Jewish Social Services will provide interpretation as needed for these events to ensure clients are able to fully discuss opportunities with workshop resources. Potential workshop partners include Madison College and Forward Service Corporation, among others.

Participants in the Refuge Youth Employment Program will be eligible to apply for financial assistance from JSS in order to help cover costs associated with trainings and educational opportunities that help them to meet their employment and career goals. JSS will work on developing a simple application and guidelines for administering the financial assistance.

Jewish Social Services anticipates the case manager serving at least 20 youth and 30 young adults per fiscal year. Clients will primarily be refugees resettled by Jewish Social Services but will also include asylees and humanitarian parolees who are referred to our agency. Clients will be eligible for services from the youth employment program for 5 years after arrival or adjudication of their asylee or parolee status and if they are between the ages of 14-21. Services will primarily take place at the Jewish Social Services resettlement offices at 437 S. Yellowstone Drive, Madison, WI 53719.

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.

Program recruitment will occur primarily from internal referrals, with additional referrals for asylee and humanitarian parolee clients coming from community partners who also serve these groups, such as Forward Service Corporation, Literacy Network, and Open Doors for Refugees. Jewish Social Services expects 180 refugee arrivals in the next fiscal year. Individuals in the appropriate age range will be provided information about the youth and young adult employment program by their Reception & Placement case manager and given the opportunity for enrollment. Additionally, we maintain an internal database of all refugee arrivals easily searchable by date of birth. This will allow us to directly reach out to past and current clients in the appropriate age range to offer enrollment in employment services.

Jewish Social Services will also work closely with our community partners who regularly provide services to refugees, asylees, and humanitarian parolees such as Forward Service Corporation, Literacy Network, and Open Doors for Refugees. Prior to the onset of the program, Jewish Social Services will ensure these partners are aware of our youth and young adult employment program and have marketing and outreach material to distribute to potential clients among the targeted populations

Since there is overlap in the ages served by this program and JSS Refugee Youth Employment Program, the differentiating factor for those between the ages of 18-21 years old will be that the Refugee Young Adult Employment

Program will have an emphasis on increasing household income in a short timeframe. The Refugee Youth Employment Program will be more focused on future career development.

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

Jewish Social Services conducts twice a year focus groups of past and current clients to receive feedback on the agency and its programming. Prior to the start of the youth and young adult employment program the agency will conduct a focus group to ensure input and suggestions from the target population are implemented into the program design and operation. Additionally, the agency will maintain a clearly visible anonymous public feedback box. Clients will be informed of the box and provided with opportunities to provide program feedback at their convenience.

Upon enrollment each client will also complete an employment plan with their case manager. The employment plan is a client led document that allows for client goals and interests to shape their experience in the program and provides client buy-in for program activities. This model allows for flexibility in case management and ensures the client has the opportunity to work towards goals in a manner they find appropriate and valuable.

### **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.

a. JSS has been resettling various refugee populations since late 2016 and has since resettled more than 350 individuals in the Madison area. Of the population who is employable and wishes to work outside the home, JSS has assisted over 90% of them to become employed within 6 months of arriving in the United States. JSS has also established itself as a trusted service provider for refugee communities. We find that even after clients have become self sufficient, if they meet challenges or need advice, they often come back to JSS for assistance.

b. JSS has become the local experts in refugee employment and career development and we will look to these same skills when working with Youth. Best practices include clear communication (interpretation when necessary), clearly defined expectations, cultural humility, strength-based goal setting.

c. JSS staff use a tool called an Employment Plan for goal setting and action steps for every client that helps us to implement these best practices and follow up with clients regularly. This tool also allows tracking of goals and prompts to identify challenges and barriers for each individual and plan for addressing them.

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

JSS has a robust practice of engaging and getting feedback from refugee clients. Every adult client is surveyed for satisfaction after they have been in the country for 3 months. JSS also conducts two focus groups every year to collect feedback and keeps a suggestion box in our office. In addition, JSS has strong relationships with communities we serve and consult with community members regularly. Finally, JSS has employed members of several refugee communities who are able to assist in creating programs for the communities they belong to.

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. JSS will continue to use all of the means outlined in question #2 for this program. Early on, JSS will consult with community members to receive their input about the needs they are seeing around Youth employment. We will also include pre and post surveys of participants in the program plan.

**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.



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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.

Jewish Social Services works with a variety of community partners in order to enhance client well-being and establish an all-encompassing array of services designed to promote independence. We have established partnerships with other area organizations that represent these same values for working with people of color, immigrants, and the LGBTQ+ community of Madison.

As a resettlement agency, we place a large emphasis on self-reliance gained through employment. One of our most successful partnerships is with the Forward Service Corporation (FSC). They offer a weekly refugee workshop to help JSS clients find work that is suitable to each client's needs. The refugee workshop provides pre-employment and career preparation through enrollment into the Wisconsin Works (W-2) and Road to Livelihood (RtL) programs. W-2 is for couples and individuals with minor children and RtL works with couples and individuals without minor children, and can enroll minors ages 16 and up. Both programs assist clients in professional development through practice interviews, vocational education, and assistance with employment applications. FSC also provides individualized case management and service plans with case workers who themselves arrived in the United States as refugees.

One of the greatest components of this program is the ability for clients to receive services that will help foster professional development at a young age. Young adults who are interested in certain careers can receive assistance in creating resumes, earning certificates, connecting with local employers, and creating a personal budget. Refugee families are often reliant on a single income. Young adults who are able to attend this program gain the opportunity get assistance with career planning and job hunting. In turn, they are then able to help support their families. Forward Service Corporation allows our clients access to expert employment support services that are culturally and linguistically appropriate.

We will assist young adult clients enroll at Madison College to earn their high school equivalency diploma or attend ESL classes, in addition to working with career and academic advisors. This improves their employability and aptitude for acclimation into the local community. Clients may also choose to attend the Literacy Network for English language classes online or in-person that will cater to work schedules and appointments.

Crucial for refugees in Dane County is JSS's ongoing partnership with Open Doors for Refugees (ODFR). ODFR is an all-volunteer organization with service teams who focus on key areas of need for refugee clients. Their employment team reaches out to potential employers and works with JSS to connect job-seeking clients with opportunities in the Madison area. ODFR volunteers help clients with filling out job applications, resume writing, interviewing skills, and transportation to interviews. (Transportation is of particular importance for our clients as many do not have a driver's license or car to get to work.) ODFR helps us overcome this barrier by providing volunteer drivers during the first 90 days after arrival to get new arrivals to their many appointments, They also offers training on bus routes, teaching clients how to safely navigate the community and move around independently.

All of our partners serve people of color, immigrants, and people from the LGBTQ+ community.

REMOVE???

The Catholic Multicultural Center and Community Immigration Law Center are organizations that work with our clients by offering immigration legal services or providing referrals for low-income immigrants who are unable to afford a private attorney. High lawyer fees create an additional barrier to independence for refugees. Refugees are often interested in reuniting with their family abroad and will petition for them to come to the United States, but may face difficulty due to financial constraints or confusion with applying. Reunification is a long-term process requiring precise documentation and a strict adherence to policy in order to not extend the arrival date of family members. Immigration legal representatives from these organizations help to ensure accuracy and timeliness during the petition process as it can be an incredibly complex task that would be difficult without their assistance. Their compassion and advocacy for equitable access help build a positive rapport between clients and Jewish Social Services, instilling a sense of trust that their needs will be met. Additionally, refugees must apply for adjustment of their legal status by filling out an application for permanent residency. Clients work with volunteers to help them understand the legal framework used in

the determination of their residency status. These services offer effective legal resource that may lie outside the scope of many non-profit organization's capabilities, providing comprehensive legal representation for people of all backgrounds in Dane County.

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

Forward Service Corporation, Open Doors for Refugees, Madison College, Literacy Network, all described above

- 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+).

**\*\*UPDATE\*\***Forward Service Corporation, Open Doors for Refugees, Madison College, Literacy Network, CILC,

- 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.

Jewish Social Services is hoping to expand our employment-related support services to young adults. During the initial 90 day resettlement period for incoming refugees, adult clients are referred to Forward Service Corporation for the W2 program. We collaborate on our mutual expertise in terms of connections to local employers and for helping clients identify and build upon their skillset. After the first 30 days, adult clients can enroll in our Refugee Support Services program, which helps connect clients to employers. We would like to offer employment workshops and training sessions to this more targeted population of young adults to help them attain employment-related skills. The workshops would be informed by knowledge from Forward Service Corporations and JSS as we would coordinate with their organization on the development of this program. Workshops would resemble the refugee workshop offered by FSC where clients can advance their professional development by practicing resume-writing, interview skills, career planning, accessing educational resources, and setting a budget. Helping our young adult clients learn basic employment skills gives them the chance to plan for the future and develop their passion in terms of career trajectory. We would like to tailor our workshops by catering to the individual needs of our young refugee clients. We understand that many of our clients live in a single income household and may lack the requisite understanding for entering into the job market. Development of an in-house workshop would provide further coverage for other family member's who are wanting to work and support their family.

Grant funding will allow to expand our work with Open Doors for Refugees. Volunteers from their employment team could attend the meetings to assist clients while also gaining exposure for their own services. One of the most consistent issues we face is with clients being aware of additional resources in the area. By setting up a workshop program, clients could become better informed on the services offered by Open Doors for Refugees, spreading the word to other potential clients. Their organization has mentioned their intention to expand their reach to additional refugee groups in the area. Integration of our services offers a mutually beneficial situation in which both organizations are able to encompass a wider array of populations in need. We also see a mutually beneficial opportunity to grow with the Forward Services Corporation. By building up our employment program at JSS, we will be able create a list of employers in the area who are interested in working with the refugee population. This will then allow both organizations to strengthen their network by sharing contacts and collaborating to create strategies for improving employment outcomes. This in turn will help FSC grow its client base for refugees who are interested in other services offered by their organization. Serving more clients will offer more opportunities for FSC to apply for additional funding to bolster their own programs. Finally, FSC often needs interpreters for their services and must utilize a language line when meeting with clients. Communication can become convoluted over the phone and create

confusion for clients. Our increased coordination may allow for exposure to people from the refugee community who can offer in-person interpretation to assist in the delivery of services.

Currently, the RSS program is headed by a single case manager who has a high caseload, limiting our bandwidth for employment support. An additional case manager could expand the scope of employment assistance services at JSS to young adults. Our current goal is to expand our team and employ two case managers for each program. We are aware that flourishing refugee communities tend to attract more refugees, so there is likely to be a growing need for refugee support services. Jewish Social Services can reduce the burden on external organizations by expanding employment services for refugees and immigrants. Our expertise in the needs of this population allows us to create effective individualized service plans designed to address the specialized needs of this population.

### **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.

Jewish Social Services will hire a new case manager responsible for providing employment and training services to youth and young adults. The program will be based on the model of support currently provided through our Refugee Support Services (RSS) program. RSS is a case management and referral program for individuals with refugee, asylee, and humanitarian parolee status who are within 5 years of arrival or status adjudication and looking for assistance with employment and career advancement. This includes creating an employment plan and can include referrals for ESL or other programs, job search and placement, interview preparation or assistance with planning for an advanced degree. As our refugee resettlement program has drastically expanded in recent years, from 30 individuals in fiscal year 2017, to 150 in the current fiscal year, there is a significant need to expand our employment services beyond our single RSS employment focused case manager.

Program recruitment will occur primarily from internal referrals, with additional referrals for asylee and humanitarian parolee clients coming from community partners who also serve these communities, such as Forward Service Corporation, the Literacy Network, and Open Doors for Refugees. Clients enrolled in our agency's Reception & Placement (R&P) program each complete a service plan around 30 days after arrival. Service plans are completed for each member of the family, and as such, will include youth and young adults who may be seeking employment. Upon identifying appropriate candidates, the R&P case manager can refer the individual to the youth employment case manager for enrollment in further services. Additionally, we maintain an internal database of all refugee arrivals easily searchable by date of birth. This will allow us to directly reach out to past and current clients in the appropriate age range to offer enrollment in employment services. As over 90% of clients decide to enroll in ongoing case management services after their initial 90 days in the R&P program, we can expect a high rate of enrollment in a youth employment program from internal referrals.

Program clients will work with the case manager to complete an employment plan which includes an assessment of language and literacy skills, education, health status, work history, and job availability and work restrictions. Clients will also work with their case manager to establish their employment or education goals, steps needed to achieve goals, and a timeline for when goals will be achieved by. An emphasis will be placed on goals that focus on obtaining and retaining employment with a family supporting wage. The case manager will establish a check-in timeline to periodically review goal progress with the client. The case manager will use their network of community employers, educational institutions, and community resources to work with the client to establish goals that will provide job training, career advice, and valuable work experience. Clients will work closely with their case manager as they navigate the action steps of their employment plan.

The refugee young adult employment program will also host periodic workshops for clients to connect with community partners, internship opportunities, educational resources, and private, non-profit, and government employers. Jewish Social Services will provide interpretation as needed for these events to ensure clients are able to fully discuss opportunities with workshop resources. Potential workshop partners include Madison College and Forward Service Corporation, among others.

Participants in the Refuge Young Adult Employment Program will be eligible to apply for financial assistance from JSS in order to help cover costs associated with trainings and educational opportunities that help them to meet their employment and career goals. JSS will work on developing a simple application and guidelines for administering the financial assistance.

Jewish Social Services anticipates the case manager serving at least 30 young adults per fiscal year. Clients will primarily be refugees resettled by Jewish Social Services but will also include asylees and humanitarian parolees who are referred to our agency. Clients will be eligible for services from the refugee young adult employment program for 5 years after arrival or adjudication of their asylee or parolee status and if they are between the ages of 18-26. Services will primarily take place at the Jewish Social Services resettlement offices at 437 S. Yellowstone Drive, Madison, WI 53719.

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.

Program recruitment will occur primarily from internal referrals, with additional referrals for asylee and humanitarian parolee clients coming from community partners who also serve these groups, such as Forward Service Corporation, Literacy Network, and Open Doors for Refugees. Jewish Social Services expects 180 refugee arrivals in the next fiscal year. Individuals in the appropriate age range will be provided information about the youth and young adult employment program by their Reception & Placement case manager and given the opportunity for enrollment. Additionally, we maintain an internal database of all refugee arrivals easily searchable by date of birth. This will allow us to directly reach out to past and current clients in the appropriate age range to offer enrollment in employment services.

Jewish Social Services will also work closely with our community partners who regularly provide services to refugees, asylees, and humanitarian parolees such as Forward Service Corporation, Literacy Network, and Open Doors for Refugees. Prior to the onset of the program, Jewish Social Services will ensure these partners are aware of young adult employment program and have marketing and outreach material to distribute to potential clients among the targeted populations.

Since there is overlap in the ages served by this program and JSS Refugee Youth Employment Program, the differentiating factor for those between the ages of 18-21 years old will be that the Refugee Young Adult Employment Program will have an emphasis on increasing household income in a short timeframe. The Refugee Youth Employment Program will be more focused on future career development.

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

Jewish Social Services conducts twice a year focus groups of past and current clients to receive feedback on the agency and its programming. Prior to the start of the youth and young adult employment program the agency will conduct a focus group to ensure input and suggestions from the target population are implemented into the program design and operation. Additionally, the agency will maintain a clearly visible anonymous public feedback box. Clients will be informed of the box and provided with opportunities to provide program feedback at their convenience.

Upon enrollment each client will also complete an employment plan with their case manager. The employment plan is a client led document that allows for client goals and interests to shape their experience in the program and provides client buy-in for program activities. This model allows for flexibility in case management and ensures the client has the opportunity to work towards goals in a manner they find appropriate and valuable.

### **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.

a. JSS has been resettling various refugee populations since late 2016 and has resettled more than 350 individuals in the Madison area. Of our clients who are employable and wish to work outside the home, JSS has assisted over 90% to become employed within 6 months of arriving in the United States. JSS has also established itself as a trusted service provider for refugee communities. Our ongoing relationships with clients is a testament to our impact. Long after clients have become self-sufficient they often come back to JSS for assistance, if they meet challenges or need advice.

b. JSS has become the local experts in refugee employment and career development and has the skills and experience to expand our employment assistance to Young Adults. Best practices include clear communication (interpretation when necessary), clearly defined expectations, cultural humility, strengths-based goal setting, and .

c. JSS staff use a tool called an Employment Plan for goal setting and action steps for every client that helps us to implement these best practices and follow up with clients regularly. This tool also allows tracking of goals and prompts to identify challenges and barriers for each individual and plan for addressing them.
2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

JSS has a robust practice of engaging and getting feedback from refugee clients. Every adult client is surveyed for satisfaction after they have been in the country for 3 months. JSS also conducts two focus groups every year to collect feedback, and keeps a suggestion box in our office. In addition, JSS has strong relationships with communities we serve and consult with community members regularly. Finally, JSS employs members of several refugee communities who are able to assist in creating programs for the communities they belong to.
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.

JSS will continue to use all of the means outlined in question #2 for this program. Early on, JSS will consult with community members to receive their input about the needs they are seeing around Young Adult employment. We will also include pre- and post- surveys of participants in the program plan.

**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:** Jewish Social Services of Madison, Inc

**Total Amount Requested:** \$40,100

**Contact Name and Email for Budget Info:** Becca Schwartz, becca@jssmadison.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	28,000	0	0	0	0	0	28,000
UNITED WAY DANE CO	10,000	0	0	0	0	0	10,000
CITY CDD-This Application	40,100	20,050	20,050	0	0	0	0
OTHER GOVT*	800,000	0	0	0	0	0	800,000
FUNDRAISING DONATIONS**	249,912	2,456	2,456	0	0	0	245,000
USER FEES	12,000	0	0	0	0	0	12,000
TOTAL REVENUE	1,140,012	22,506	22,506	0	0	0	1,095,000

**ERROR**

\*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	679,240	27,000	14,620	13,500	14,620	13,500							650,000
Taxes/Benefits	143,772	8,100	4,386	4,050	4,386	4,050							135,000
<b>Subtotal A.</b>	<b>823,012</b>	<b>35,100</b>	<b>19,006</b>	<b>17,550</b>	<b>19,006</b>	<b>17,550</b>	0	0	0	0	0	0	<b>785,000</b>
<b>B. OTHER OPERATING</b>													
Insurance	20,000	0											20,000
Professional Fees/Audit	32,000	0											32,000
Postage/Office & Program	3,500	0											3,500
Supplies/Printing/Photocopy	21,500	0											21,500
Equipment/Furnishings/Depr.	1,500	0											1,500
Telephone	6,500	0											6,500
Training/Conferences	10,000	0											10,000
Food/Household Supplies	10,000	0											10,000
Travel	6,000	0											6,000
Vehicle Costs/Depreciation	7,000	0											7,000
Other	1,000	0											1,000
<b>Subtotal B.</b>	<b>119,000</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>0</b>	<b>0</b>	<b>0</b>	<b>119,000</b>
<b>C. SPACE</b>													
Rent/Utilities/Maintenance	25,000	0											25,000
Mortgage Principal/Interest	0	0											0
Depreciation/Taxes	0	0											0
<b>Subtotal C.</b>	<b>25,000</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>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>
<b>D. SPECIAL COSTS</b>													
Assistance to Individuals	205,000	4,000	2,500	2,000	2,500	2,000							200,000
Participant Wages	0	0											0
Participant Taxes/Benefits	0	0											0
Other	2,000	1,000	1,000	500	1,000	500							0
<b>Subtotal D.</b>	<b>207,000</b>	<b>5,000</b>	<b>3,500</b>	<b>2,500</b>	<b>3,500</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>
<b>TOTAL (A.-D.)</b>	<b>1,174,012</b>	<b>40,100</b>	<b>22,506</b>	<b>20,050</b>	<b>22,506</b>	<b>20,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,129,000</b>

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

Jewish Social Services of Madison, Inc

**\*\*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
Employment and Career Case Manager	0.25	0.25				0.50	43,000	12,900	55,900	0.00	25,500
Resettlement Director	0.03	0.03				0.05	63,000	18,900	81,900	0.00	3,445
Case Aide	0.07	0.07				0.13	40,280	12,084	52,364	0.00	6,155
						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
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						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
<b>TOTAL:</b>	0.34					0.68	146,280	43,884	190,164	0.00	35,100

\*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**

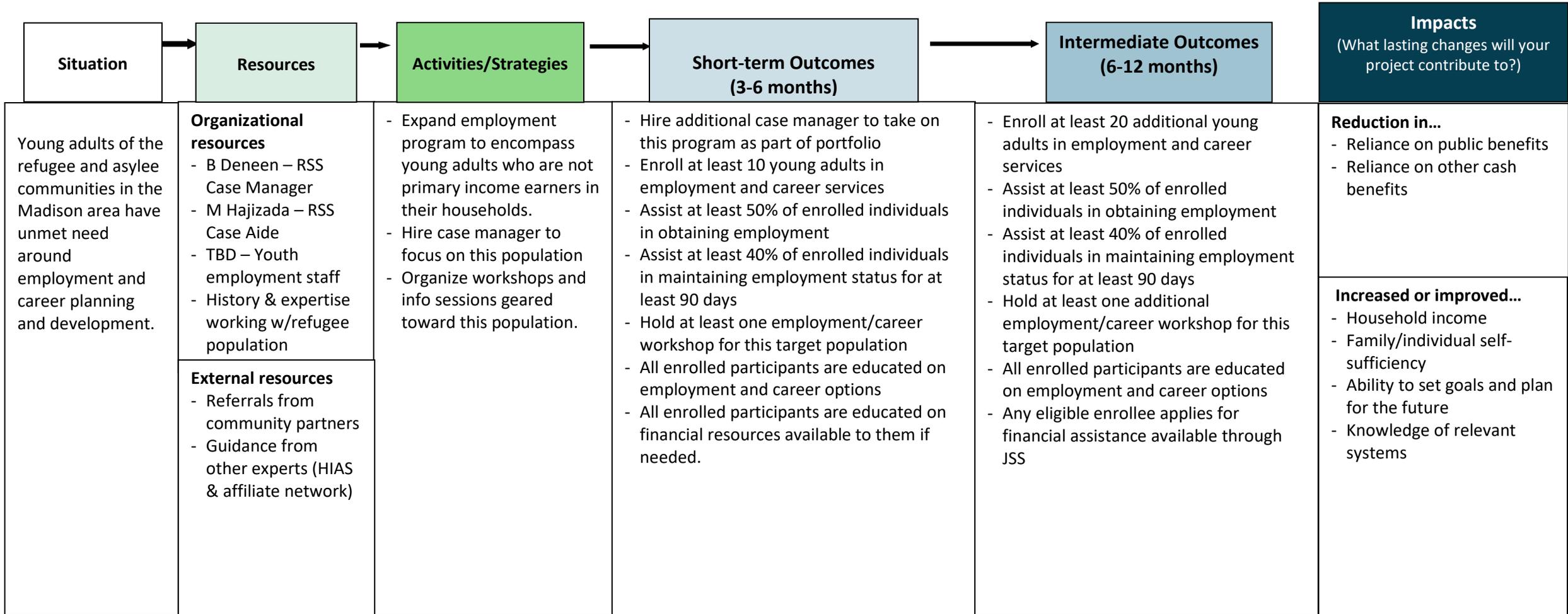
Please name each program you are requesting funding for next to each funding request.

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

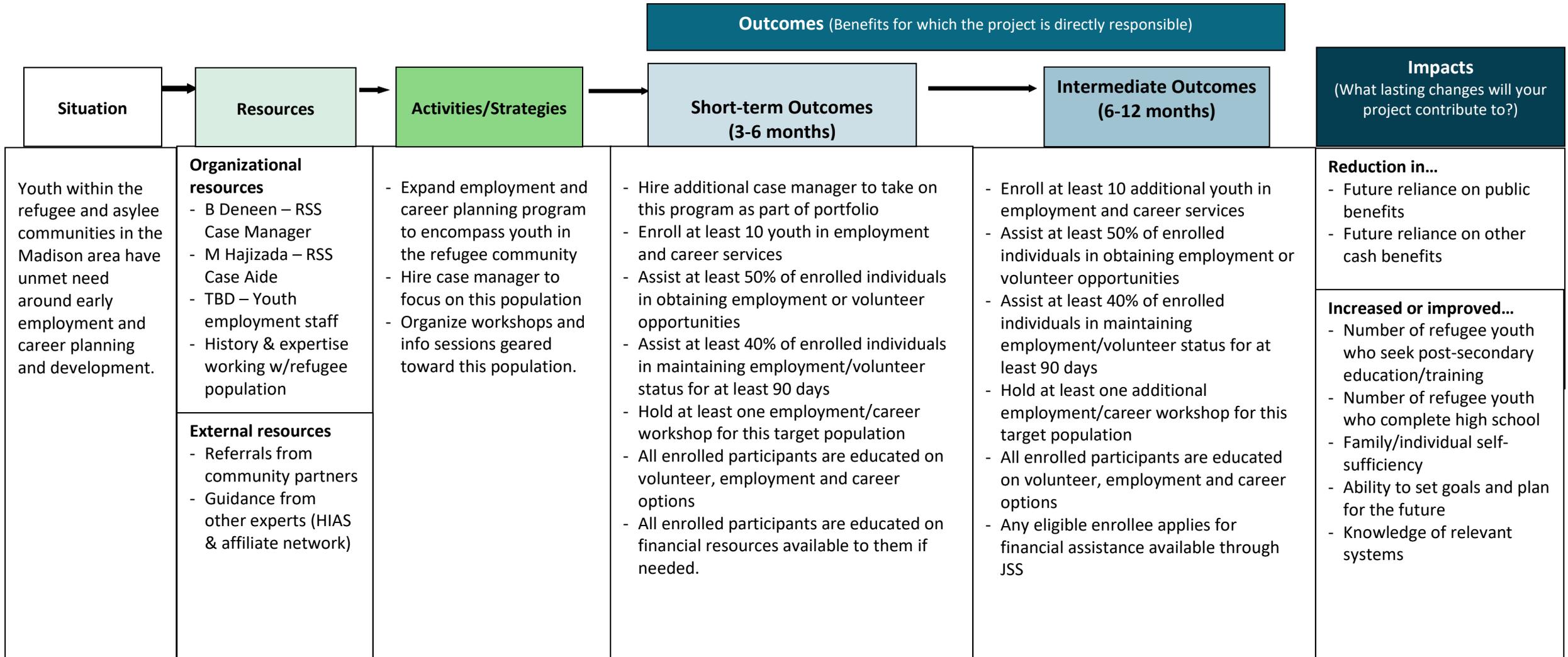
<b>Pgm Letter</b>	<b>Program Name</b>	<b>Program Expenses</b>	<b>2023 City Request</b>
A	Refugee Young Adult Employment Program	PERSONNEL	17,550
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	2,500
		<b>TOTAL</b>	<b>20,050</b>
B	Refugee Youth Employment Program	PERSONNEL	17,550
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	2,500
		<b>TOTAL</b>	<b>20,050</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>40,100</b>

# Appendix B: Logic Model – Refugee Youth and Young Adult Employment Programs

**Outcomes** (Benefits for which the project is directly responsible)



# Appendix B: Logic Model – Refugee Youth and Young Adult Employment Programs





8/18/2022

To whom it may concern,

As the Refugee Programs Team Lead at Forward Service Corporation, I oversee our refugee-related employment and training programs in Dane County, Fox Valley, Green Bay, and Wausau areas. These include Wisconsin Works, Refugee Cash Assistance, and Road to Livelihood programs.

Forward Service Corporation coordinates with Jewish Social Services to provide services for immigrants and refugees in Dane County through mutual referrals and collaborating closely on helping clients to become and stay employed. We have collaborated with JSS since 2016 in this capacity.

We offer employment services to young people starting at the age of 16 and would be pleased for the opportunity to expand our work with JSS to expand our clientele to improve employability for youth and/or young adults from the refugee and immigrant population of Dane County, who face some unique barriers to employment.

If you have any questions or concerns, please do not hesitate to contact me however you find easiest.

Thank you,

**Nate Andrews**

REFUGEE PROGRAMS TEAM LEAD

**Forward Service Corporation**

1819 Aberg Ave. | Madison, WI 53704

P: 608-216-7661 F: 608-467-0267

E: [nandrews@fsc-corp.org](mailto:nandrews@fsc-corp.org) W: [www.fsc-corp.org](http://www.fsc-corp.org)



**Mission:** Literacy Network helps adults in Dane County build skills, reach goals, and connect communities.

# Literacy Network™

*Improving Lives Through Literacy*

August 18, 2022

City of Madison  
Community Development Division  
215 Martin Luther King, Jr. Blvd.  
Madison, WI 53703

Dear City of Madison Community Development Division:

I am delighted to provide this letter of support for Jewish Social Services (JSS). As Director of Program Impact at Literacy Network, I support the organization's Student Services department, citizenship programming and refugee services, as well as evaluate the outcomes of our programs and services.

Since 2016, Literacy Network has partnered with JSS to provide services for immigrants and refugees in Dane County through mutual referrals. We have served over 173 JSS clients to date. Staff at Literacy Network collaborate closely with JSS Case Managers to help English Language Learners persist in classes and tutoring programs so they can develop the communication skills they need for community integration and self-sufficiency.

We offer English language classes to young people starting at the age of 18 and would be pleased for the opportunity to receive more referrals from JSS. This collaboration would allow us to expand our student base to work with more young people from the refugee and immigrant population of Dane County. For most refugees, low literacy and/or English skills are the main barrier to accessing higher paying jobs and career opportunities, so learning English plays a vital role in helping newcomers achieve their goals.

We are excited to strengthen our partnership with JSS through this collaboration. If you have any questions about our work with JSS, please don't hesitate to reach out.

Sincerely,

Caitlin Mackesey, Director of Program Impact  
[caitlin@litnetwork.org](mailto:caitlin@litnetwork.org)  
Literacy Network  
701 Dane Street | Madison WI 53713  
Office: 608.244.3911 | Direct: 608.268.6549

August 18, 2022

Open Doors for Refugees  
1213 N. Sherman Ave, #104  
Madison  
WI 53704  
[OpenDoorsForRefugees@gmail.com](mailto:OpenDoorsForRefugees@gmail.com)  
(608) 658-5537



### **Support Letter for Jewish Social Services**

As a member of the Leadership Council of Open Doors for Refugees, I am pleased to state strong support for Jewish Social Services (JSS) regarding the project outlined.

Since 2016, Open Doors for Refugees has been honored to work as a partner with Jewish Social Services in their superb efforts to resettle immigrants, asylees, and refugees in the Madison area. Open Doors for Refugees is an all-volunteer organization which uses a network of teams to help refugees furnish and move into apartments, be transported to initial appointments, enroll in ESL classes, apply for first jobs, and be integrated into the larger Madison community. As Jewish Social Services is Madison's primary, federally-contracted resettlement agency, it is gratifying to collaborate with them in many areas of need.

In particular, our Employment Team and Skill Building Team will be happy to support JSS staff in their work with newcomers to write resumes, interview for positions with likely employers, and take steps to ensure employment beyond low-wage jobs. Open Doors values JSS' effort to reach out to youth and young adults who face unique barriers to employment in Dane County.

We are happy to supply any additional information and look forward to working with JSS on this project.

A handwritten signature in black ink that reads "Madeline Thareck". The signature is fluid and cursive, with a long horizontal line extending to the right.

Leadership Council, Open Doors for Refugees