



## 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:	YWCA Madison, Inc	Total Amount Requested:	\$100,000
Program Name:	YWeb Career Academy		
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:	Andrea Zea	Email:	azea@ywcamadison.org
Full Address:	101 E Mifflin Street, Madison, WI 53703	Telephone:	608-395-2196
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	n/a

**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.**

YWCA Madison is dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom, and dignity for all. YWCA Madison has been serving the Madison, Dane County community for over 100 years providing housing, shelter, transportation, employment services, and racial, gender, and restorative justice services to thousands of people annually. We provide a holistic continuum of services which allows for intra-agency referrals and collaborations across departments and programs to meet the needs of the people we serve.

YWeb Career Academy (YWeb) is an employment service program with a focus on training adult women and people of color to become web developers/designers. YWeb provides employment related services and supports to unemployed or underemployed adults who face multiple barriers to employment. YWCA Madison focuses on recruiting women and people of color, who are underrepresented in the technology industry, to increase their opportunities to obtain jobs with family sustaining wages. The communities prioritized for YWeb often face one or more of the following barriers to employment which will be addressed in the program: lack of housing, transportation, or child care resources; limited work history; history of behavioral health/AODA issues; lack of a driver's license; and/or criminal background.

The tech industry offers employment opportunities that provide competitive pay, growth opportunities, and in many cases a flexible work environment. Our job training programs will help ensure that women and people of color are in a position to compete for these jobs. Not only does YWeb provide workforce training, access and referrals to supportive services, and a direct connection to family supporting internships and jobs through our partnerships with area employers; YWeb also contributes to our growing local technology field's need for a diversified workforce. YWCA Madison has offered YWeb since 2014 and has successfully graduated 16 cohorts.

In 2021, YWeb Career Academy grew to offer a variety of free Google Professional Career Certificate programs which are self paced, online, and can be completed on their own or in combination with the traditional YWeb course depending on the participant's capacity and career goals. In 2023, YWCA Madison will update YWeb Career Academy curriculum and course offerings: YWeb I/Fall Cohort will continue to offer the traditional YWeb curriculum; YWeb II/Winter & Spring Cohort will feature new course work centered on learning common programming languages (Ruby, Python) and will be available to YWeb alumni who want to continue their learning and strengthen their employability skills and technological knowledge. Additionally, we will be expanding our office hours and capacity to mentor/tutor students to ensure their success in the class.

- 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.**

What differentiates YWCA Madison from other organizations is our personalized and culturally relevant services, a philosophy of "empowerment" that undergirds our service delivery model, and trust from the communities that are currently experiencing the greatest marginalization. Staff members provide individualized, wrap-around services through a family-focused lens. Our employees are representative of the communities we serve and include bicultural and bilingual staff. YWCA Madison staff attend racial justice programming for continued learning around provision of

culturally competent services. The strategies and activities the agency uses to keep our job training programs culturally relevant include:

- Development of individualized learning plans in collaboration with participants to ensure cultural responsiveness and address unique strengths and needs of the participants we serve. We provide follow up lessons, tutoring sessions, and other technical support to all job training participants.
- Use of inclusive language in communication with and about participants. Program materials are written using language that makes them accessible for all literacy levels. Interpretation services are made available when requested.
- Administering participant satisfaction surveys and asking for weekly and end-of-program feedback regarding their experience, including whether there were unmet needs or suggestions for improvements to curriculum or other programming.
- Continually engaging participants and graduates in the design and implementation of our programming to guarantee we align services and programming with actual needs and goals.
- Outreach by women and BIPOC staff members, graduates, and program consultants to provide more connections with the communities we target to serve.
- Curriculum revisited and revised on a bi-annual basis, taking into consideration participant and instructor feedback.
- Thoughtfully choosing guest speakers, program mentors, and instructors so that they are representative of our participants and greater community.
- Checking in with employer partners on a bi-annual basis to ensure we are referring our graduates to employers with work environments that are culturally inclusive.

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

Employment Services & Transit Director, Ashley Moncrief is responsible for the management and supervision of YWCA Madison employment training, placement, retention, and transportation services. The Employment Services Director is responsible for the management, development and supervision of programs to assist unemployed and underemployed community members to reach living-wage employment through programs that are culturally inclusive, trauma-informed and incorporate best practices. Ms. Moncrief has worked in YWCA Madison's Employment and Transit department since 2016 and was promoted to Director in January 2020.

Rasheid Atlas, first instructor and curriculum developer for YWCA Madison's YWeb Career Academy and former YWCA Madison Employment Services & Transit Director, is now serving as an independent contractor for the program. In this role, Mr. Atlas supports the on-going development of YWeb Career Academy; works with YWCA Madison staff, the YWeb Instructor, and community agencies/businesses to develop and manage new and innovative offerings; supports development of program criteria and procedures, and helps evaluate program effectiveness; and collaborates with funders and community partners on employment-related initiatives.

Employment Services Coordinators/Case Managers, Saul Cortes and Aurelia Johnson, are responsible for coordinating all elements of the Employment Services training programs from recruitment to successful employment. Major responsibilities include: recruiting students; assisting in developing and teaching soft-skills curriculum; arranging guest speakers, tutors, and mentors; creating and maintaining relationships with internship placements and employers; and providing case management to support successful job training, placement and retention. The Employment Services Coordinators/Case Managers provide culturally inclusive, trauma-informed

services and incorporates best practice techniques into the program.

2017 YWeb graduate, Olajuwon Somuyiwa has been the contracted YWeb Instructor since the Spring of 2021. In this role, Mr. Somuyiwa collaborates with the YWeb team in all aspects from onboarding to graduation. Major responsibilities include: involvement in interviewing potential students; preparing course syllabi, delivering course instruction, and providing student support; development and updating of tech curriculum; collaboration with YWeb partners to develop demonstrations of real-world tech concepts; and communicating service activities and documentation necessary for programmatic reporting. Mr. Somuyiwa's experience as a YWeb graduate gives him unique insight to the needs and perspectives of the people we serve, providing a necessary bridge between content and context.

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

YWCA Madison and YWeb Career Academy have histories of partnerships and collaborations to support the holistic needs of YWeb students as they engage in the course and move into employment in the tech industry. Partnerships and collaborations include:

- **United Way, HIRE Education Employment Initiative** - Launched in April 2013, this unique, wrap-around project model benefits adults who may have not graduated from high school and are seeking steady employment. The purpose of the HIRE Initiative is two-fold: (1) To provide adults without a high school diploma with the academic support needed to obtain a high school diploma or GED; and (2) To provide unemployed and under-employed adults with the job training, job placement, and individualized coaching needed to obtain and retain new or better employment, while simultaneously helping local employers in key industries address their needs for a skilled and diverse workforce. The HIRE Initiative serves: (1) low-income adults ages 18 and older, without a high school diploma and/or (2) low-income, unemployed adults ages 18 and older who face barriers to employment such as inconsistent work histories, language barriers, and criminal conviction histories, or those who are under-employed (i.e. earning less than \$16/hour; working part-time despite desiring full-time work; and/or working in a position that does not provide adequate benefits). The Initiative focuses on engaging several under-served populations including persons of color; parents; and/or individuals participating in other United Way Signature Initiatives such as Born Learning and Housing First or Rapid Rehousing Programs. Services and programs provided under the HIRE umbrella are not duplicative.
  - YWCA Madison works collaboratively with other HIRE partner agencies, including Centro Hispano of Dane County (CHDC), Latino Academy for Workforce Development (LAWD), Literacy Network (LN), JustDane, and Urban League of Greater Madison (ULGM) to reach underserved populations and fulfill unmet employment and training needs in the community.
- **Dane County Department of Human Services' FoodShare Employment and Training (FSET) program-** YWCA Madison is a Third Party partner of FSET which focuses on identifying the strengths, needs, and preferences of job seekers to provide comprehensive, individualized services that will result in successful

competitive employment. We offer our full range of technology job training programs and supportive services to FSET participants, including job search, placement, and retention support.

- **Madison College** - Since 2016, all graduates of YWeb Career receive 6 transfer credits (equivalent to one semester of courses) and a digital credential in web development upon enrollment at Madison College. Please find attached to this application the *YWeb-Madison College Process Document for Credentialing*. This accreditation for YWeb graduates was first secured with Madison College in 2017 and renewed in 2020. YWCA Madison intends to seek a similar arrangement with Madison College for the upcoming YWeb II course curriculum in order to provide those graduates with additional earned college credits.
- **Employer Partners & YWeb Alumni** - The YWeb program has consistently relied on volunteering and mentoring from a number of our program graduates who are employed in tech, many of whom have advanced in their careers. We have been fortunate to have had two previous graduates with tech careers return to us as YWeb Instructors – including our current instructor. We have maintained employment partnerships with a number of local businesses and tech firms since early in the program’s history and through those relationships have seen that YWeb graduates maintain employment over time. And thanks to the dedication of not only our current instructor but also YWeb’s first instructor and continuing program consultant, Rasheid Atlas, numerous YWeb graduates have reached out for support with advanced training and learning additional skills and coding languages so that they could qualify for more advanced positions and obtain promotions.

**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.**

As described more fully above, key partners for YWeb Career Academy include United Way of Dane County’s HIRE Initiative (2022 MOU attached) and Madison College (*YWeb-Madison College Process Document for Credentialing* attached).

In addition, we utilize a network of employer partners to provide valuable feedback on curriculum and to place YWeb graduates into internships and employment opportunities. The commitments from our employer partners are stable but flexible given the realities of each employer’s needs and the current demands of the tech job market. While we do not have written, contractual agreements with each named partner, we are confident in our ability to continue these longstanding, mutually beneficial relationships. Many internships with our employer partners lead to a permanent position for YWeb graduates, as determined by candidate fit and demonstrated capabilities. This is one reason why the continuing job retention support services that Employment Services offers are such a critical component of the YWeb program.

**Current and recently active employer partners (2021 and 2022 tech placements):**

Wisconsin Foundation & Alumni Association (usually 1 intern per cohort that regularly leads to full-time employment; recently accepted 3 part-time interns)

CUNA Mutual (1 intern per year)

Naviant (1 intern per year)

Paradigm (1 intern per year)

Ten Forward (1-2 interns per year)

Sony (new employer partner - 1 internship leading to full-time employment in 2022)

American Family (1-2 interns per year)

Women in Tech (new employer partner)

Carex Consulting Group (new employer partner)

Exact Sciences (new employer partner for YWCA Madison; already working with fellow HIRE partner agency Urban League of Greater Madison)

**History but no recent tech placements (2021-2022):**

UW Health, The Digital Ring, American Girl, Flexion, WI DOT, UW DOIT, Curate, Mobile Dorman, TASC

**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.**

YWeb Career Academy is a free job training program that provides 400+ hours of instruction to approximately 15-20 individuals per cohort (30-40 students served annually in Fall & Winter/Spring sessions) that enroll in either one or both, fifteen-week annual cohorts. YWeb's target population is women and people of color who face barriers to jobs with family sustaining wages and career growth potential. The program covers job readiness skills, team building, hands-on learning in computer programming, and direct support to an employment pipeline (paid internships, full time jobs, and/or independent entrepreneurial endeavors). Cohort enrollment is marketed via our website, social media posts, within newsletters, and through participation at local job fairs. We have a history of recruiting at local MMSD high schools including Capitol High and West High School. We have developed new relationships to recruit at Verona High School and are in the preliminary stages of connecting with East High School, LaFollette High School, and other area schools, including the online high school programs. Classes are held at YWCA Madison's Empowerment Center at 2040 S. Park Street in Madison, Monday - Thursday with Fridays being reserved for follow up lessons and tutoring sessions.

YWeb Participant Intake involves:

- Following submission of an application: required attendance at an Info Session with Employment Services staff to learn more about the coursework and program's support services
- Eligibility determination: TABE Test and basic computer skills testing; those whose test results demonstrate necessary skills to be successful in YWeb Career Academy are interviewed by Employment Services staff and the YWeb Instructor to answer questions, assess needs, and determine program readiness

The 15-week program covers technical skills such as design, HTML, CSS, and Javascript and employability skills such as project management, interview practice, and resume writing. Students also receive soft skills training, including situational workplace judgment, active listening, communication skills, and problem-solving. Upon completion of the course, students are provided opportunities to pursue full-time permanent employment, a paid internship, or a freelance career. In addition to receiving a certificate of completion from YWeb Career Academy, YWeb graduates earn a Front End Web Development Certificate (HTML, CSS, JavaScript). YWeb Career Academy has also secured accreditation from Madison College; all graduates of YWeb will receive transfer credits equivalent to one semester of courses (6 credits) in web development upon enrollment at Madison College. YWeb's Employment Services Coordinators provide case management and facilitate job retention support services for graduates for a minimum of 6 months after graduation to support their journey into internships, employment, or to further their technical education.

YWeb Career Academy's applicant assessment is based on the criteria of the Starter League which also teaches beginners programming skills. Program staff consulted with The Starter League, DevBootcamp, and Treehouse to develop the initial curriculum and establish best practices. We continue to update and revise curriculum on a

bi-annual basis to keep up with technological advances, referencing guidance and materials available from industry leaders in web development instruction (freeCodeCamp, Udemy). Based on participant and employer feedback, YWeb Career Academy is updating our course offerings beginning in 2023. The Fall cohort will continue to follow the traditional YWeb course work (YWeb I), and the Winter/Spring cohort (YWeb II) will consist of new material centered on learning in-demand programming languages (Python, Ruby) which are needed skills for better than entry level tech jobs that have the most potential for higher earnings and career growth. YWeb II will be open to all YWeb alumni and those who can effectively ‘test out’ of the YWeb I coursework based on previous experience.

In addition to the YWeb courses, the career academy also provides free access and support to complete a variety of Google Career Certificate courses including: Google IT Support, Google UX Design, Google Cloud, Google Data Analytics, Google: IT Automation with Python, and Google Project Management. These self paced, online programs can be completed in around 3 to 6 months with under 10 hours of study time per week. Completion of the courses provide credentials which are nationally recognized by industry employers including Verizon, Spectrum, Salesforce and more. Additionally, by completing a Google Career Certificate program, students can earn up to 12 college credits, the equivalent of 4 associate degree-level courses.

YWCA Madison provides integrated, comprehensive case management to meet the needs of YWeb participants. YWCA Madison’s Employment Services team includes 2 full-time case managers whose time is dedicated to supporting participants. Starting at the point of intake, we are committed to assessing needs and connecting individuals with internal and/or community-based resources that are available such as child care, mental health/SUD services, and medical care, etc. Those without access to reliable transportation can be served by YWCA Madison’s YW Transit program, and our Driver’s License Recovery Program is available to assist people working to reinstate suspended drivers’ licenses.

The population served by YWeb faces a variety of barriers to economic stability which can impede their ability to fully commit to an intensive, unpaid 15-week course, regardless of their intent and desire to further their learning and employment trajectory. In addition, we know the target populations for YWeb – women, Black and Latinx communities and other folks with low incomes – continue to live with the disproportionate economic, health, and overall impact of the Covid-19 pandemic. From the 2022 Brookings Papers on Economic Activity: “those who were most impacted were the mothers of school-aged and younger children, Black and Hispanic women, single moms, and adult daughters who cared for parents. They may bear the marks of the pandemic for some time.”<sup>1</sup>

Since the on-set of the pandemic, potential YWeb enrollees and those who enroll but do not graduate cite the immediate need to have a steady income to cover household expenses instead of committing to an intensive, unpaid opportunity. The local job market is offering higher than average wages and starting bonuses for entry level positions that do not offer much by way of career and economic growth. The problem with participant retention is not unique to YWeb. In 2021, The Chicago Jobs Council surveyed job training program participants and providers and found that across 45 organizations, “35% of respondents reported fewer than 50% of clients complete their program.”<sup>2</sup> When surveying participants, “financial difficulties” was the most common barrier that prevented program completion, and “respondents highly favored emergency cash and stipends over restricted funds, so that program participants could cover costs like utility or cell phone bills that supportive services often fail to cover.” The Council recommends that

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<sup>1</sup> Brookings Papers on Economic Activity 2022, “Understanding the Economic Impact of Covid-19 on Women”:

[https://www.brookings.edu/wp-content/uploads/2022/03/SP22\\_BPEA\\_Goldin\\_conf-draft.pdf](https://www.brookings.edu/wp-content/uploads/2022/03/SP22_BPEA_Goldin_conf-draft.pdf)

<sup>2</sup> Chicago Jobs Council, 2021 “Supportive Services: Lessons Learned from the Field”:

<https://cjc.net/wp-content/uploads/2021/09/Supportive-Services-Summary-Report-Sept-2021-FINAL.pdf>

job training service providers “distribute supportive services funds through stipends and direct cash assistance payments” to meet the needs of the target population.

YWCA Madison receives special grant awards from United Way to fund a HIRE Stipend which covers living expenses for select YWeb participants while engaged in the program’s full-time coursework. Depending on the size of this annual HIRE grant, between 6 - 10 participants each year are selected to receive a \$15/hour stipend for each hour spent in the job training program. Based on our experience, providing stipends nearly ensures program graduation and future employment for YWeb students. However, access to these funds is limited, not available to all students, and does not cover every financial need that can derail a student’s progress. As noted by our YWeb instructor, when students receive financial support while enrolled, “you can literally see their mind relax,” allowing the student to focus on learning the challenging coursework. With our upcoming Fall Cohort 17, YWeb will pilot the provision of stipends for up to 20 YWeb students at \$15/hr to support their household’s financial needs met while participating in this intensive course. Stipends will cover the entire course period with distribution of funds beginning after students engage in 2 weeks of coursework to help ensure their dedication to the program. We believe this is a necessary measure to meet the needs of the target population and will aid our ability to meet intended outcomes for the program. After this pilot with Cohort 17, our intention is to continue to secure funding that will allow us to consistently provide stipends to all eligible YWeb students moving forward.

Annual anticipated outcomes for YWeb Career Academy:

- 1) 65% (approx: 27 of 42) of students who enroll in YWeb Career Academy (YWeb I and/or YWeb II) will complete the program.
  - a) Note: Based on experience, YWCA Madison anticipates that the number of students who complete the program and gain employment each year will increase as we are able to offer more stipends to support paid training.
- 2) 74% (approx: 20 of 27) of students who complete YWeb Career Academy will gain employment.
- 3) 90% (approx: 18 of 20) of students who are employed or obtain an internship after completing YWeb Career Academy will report earning \$15/hr or more.

**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.**

As mentioned previously, YWCA Madison utilizes a variety of mediums and relationships to market YWeb Career Academy. Current outreach efforts include:

- Meetup between Wisconsin Partnership Program’s Basic Computer Skills students from Summer 2022 - and graduates of YWeb will be holding conversation about what the YWeb course material is like and prospects for employment following graduation
- Facebook ads currently circulating
- Scheduled to attend Dane County Job Center’s Career Fair August 24, 2022
- DevFest WI in Madison August 18, 2022 - UW Memorial Union - tech job fair, panel discussions on conference theme of “inclusivity in tech” (Employment Services staff will be taking YWeb students there to network and learn)
- Other industry related employment events as we hear about them
- Past students - YWeb graduates continue to be one of the best referral mechanisms for our program; one of our graduates sends referrals every cohort

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

Participants in YWeb receive a weekly questionnaire/survey that asks for feedback about a variety of aspects of the program including instructor satisfaction, curriculum content (including perceived level of difficulty and speed of delivery), and usefulness of guest speakers or other elements of the programming (i.e. mock interviews). YWCA Madison also conducts a participant survey with YWeb and Google IT program graduates and uses this feedback to inform program goals and service delivery when planning future training.

Over the past seven years, YWCA Madison Employment Services staff and program consultants have developed relationships with a number of local tech firms and other companies with sizable tech departments. We seek feedback from these industry insiders and program graduates regarding current staffing needs, and seek their advice about how program design and curriculum should be tailored so we can continue providing job training programs that prepare our graduates to be competitive and successful in the job market in the short- and long-term.

**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.**

YWeb Career Academy provides: high quality technology curriculum and instruction; case management; access to stipends and other forms of support; employability soft skills curriculum; tutoring and mentoring; college credit and certification acquisition; and a direct pipeline to paid internships and employment in roles that offer family sustaining wages and opportunities for career growth. We have experience delivering and continuously improving the program since its inception in 2014.

The onset of the COVID-19 pandemic occurred in the middle of Cohort 12, and since then, YWeb staff and students have been navigating new barriers and impacts to student retention, graduation, and employment outcomes. We continue to see large numbers of applicants with each new cohort; however, since 2021, we have witnessed a decline in the number of people who enroll and a similar decrease in graduation rates. Potential students and those who enroll but do not graduate cite the need to take a job to meet their immediate household expenses instead of participating in the unpaid course which can eventually lead to a higher income. Many historically low paying jobs with little opportunity for career growth are currently offering competitive starting wages and bonuses that are responsive to the immediate needs of the target population served by YWeb and most impacted by the pandemic. We have already observed positive trends in retention, graduation, and employment placements for students who receive a HIRE stipend and participate in case management and are actively seeking sources of funding to support the availability of stipends to all eligible YWeb students.

As evidenced by recent YWeb program outcomes, receipt of stipend is very highly correlated with program graduation and securing a tech internship or job:

- Cohort 14 (Winter/Spring 2021): 22 applied, 12 graduated
- Cohort 15 (Fall 2021): 34 applications received, 10 enrolled, 8 graduated (8 grads received stipends); 7 of 8 graduates stayed in contact with case managers and all 7 were offered internships or jobs

- Cohort 16 (Winter/Spring 2022): 42 applications received, 18 enrolled, 5 graduated (5 grads received stipends). All 5 graduates report either securing employment, internships, or are continuing their tech education

Additionally, through our relationships with employers and from the self reports of some recent YWeb graduates, in order to be considered for higher paying entry-level jobs, the tech industry is expecting applicants to have experience with and knowledge of web development languages that have not traditionally been covered in YWeb Career Academy. With the upcoming launch of YWeb II in 2023 and expanded tutoring and mentoring offerings, we expect to meet our proposed service outcomes.

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

YWCA Madison conducts a participant survey at the end of each YWeb Career Academy job training cohort and uses this feedback to inform program goals and service delivery when planning future training offerings. Staff also collects data on the reason(s) individuals enroll but leave the program prior to completion, and takes this information into account when evaluating program design, service delivery, and whether there is a need to add supportive services or provide different types of referrals to participants. Regular meetings with HIRE partner agencies and United Way provide YWCA Madison staff the opportunity to discuss challenges, successes, and brainstorm cooperative solutions that will improve service delivery. Communication with organizations that provide supportive services to the target population for HIRE programming also supplies YWCA with ideas for how to attract previously underserved populations by tailoring programming and best individualizing supportive services.

**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.**

As noted previously, through case management outreach to YWeb alumni, regular participant surveys, connections with employer partners, and through consultation with YWeb's Instructor, YWeb Career Academy is responsive to the needs of both the students and the employers to ensure that course offerings meet the current reality of the job market. We look forward to piloting strategies based on the experiences of community members and service recipients including the availability of stipends and the launch of YWeb II. YWeb staff are currently working to reconnect with YWeb alumni to learn more about their current employment status and offer YWeb II to those in need of more tech education. In addition to the methods mentioned previously, YWeb Career Academy is exploring our ability to provide YWeb alumni with compensation to recruit and tutor YWeb students. The people we serve are the experts of the target population and are well suited to make and maintain relationships with each other that encourages a successful experience with YWeb and beyond.

**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:** YWCA Madison, Inc.  


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**Total Amount Requested:** \$100,000  


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**Contact Name and Email for Budget Info:** Andrea Zea, Grants Management & Strategic Initiatives Director  
 azea@ywcamadison.org  


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**\*\*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	952,753	80,516					872,237
UNITED WAY DANE CO	870,411	155,980					714,431
CITY CDD-This Application	100,000	100,000					0
OTHER GOVT*	937,564	177,255					760,309
FUNDRAISING DONATIONS**	3,324,251	259,988					3,064,263
USER FEES	1,260,236	0					1,260,236
<b>TOTAL REVENUE</b>	<b>7,445,215</b>	<b>773,739</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,671,476</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	3,493,416	0	231,248										3,262,168
Taxes/Benefits	1,058,001	0	53,187										1,004,814
<b>Subtotal A.</b>	<b>4,551,417</b>	<b>0</b>	<b>284,435</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>4,266,982</b>
<b>B. OTHER OPERATING</b>													
Insurance	87,200	0	6,260										80,940
Professional Fees/Audit	528,847	40,000	83,146	40,000									445,701
Postage/Office & Program	21,500	0	4,810										16,690
Supplies/Printing/Photocopy	118,110	7,600	44,800	7,600									73,310
Equipment/Furnishings/Depr.	9,799	0	3,416										6,383
Telephone	47,600	0	0										47,600
Training/Conferences	32,175	0	1,000										31,175
Food/Household Supplies	0	0	0										0
Travel	4,800	0	0										4,800
Vehicle Costs/Depreciation	116,992	0	0										116,992
Other	356,253	0	3,230										353,023
<b>Subtotal B.</b>	<b>1,323,276</b>	<b>47,600</b>	<b>146,662</b>	<b>47,600</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>1,176,614</b>
<b>C. SPACE</b>													
Rent/Utilities/Maintenance	547,490	2,400	18,312	2,400									529,178
Mortgage Principal/Interest	0	0	0										0
Depreciation/Taxes	403,580	0	330										403,250
<b>Subtotal C.</b>	<b>951,070</b>	<b>2,400</b>	<b>18,642</b>	<b>2,400</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>932,428</b>
<b>D. SPECIAL COSTS</b>													
Assistance to Individuals	619,452	50,000	324,000	50,000									295,452
Participiant Wages	0	0											
Participiant Taxes/Benefits	0	0											
Other	0	0											
<b>Subtotal D.</b>	<b>619,452</b>	<b>50,000</b>	<b>324,000</b>	<b>50,000</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>295,452</b>
<b>TOTAL (A.-D.)</b>	<b>7,445,215</b>	<b>100,000</b>	<b>773,739</b>	<b>100,000</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>6,671,476</b>



**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.

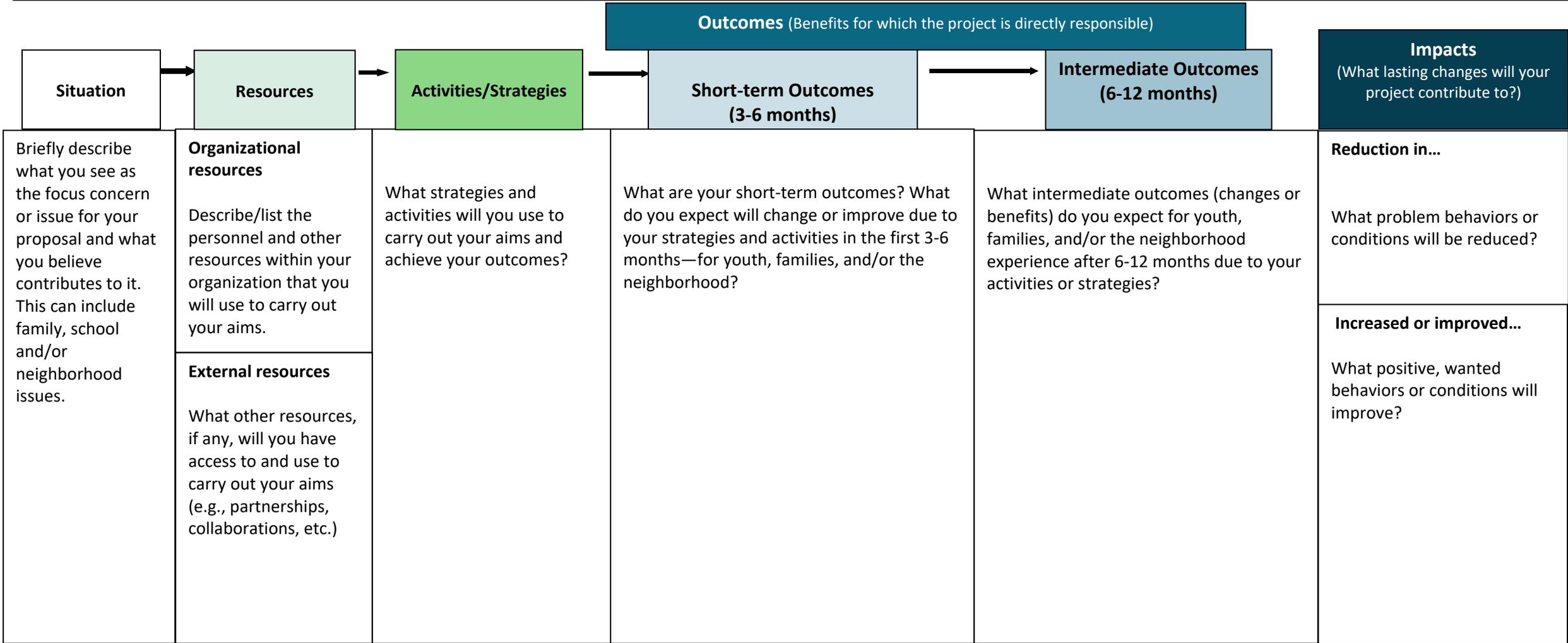
\*\*Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

<b>Pgm Letter</b>	<b>Program Name</b>	<b>Program Expenses</b>	<b>2023 City Request</b>
A	YWeb Career Academy	PERSONNEL	0
		OTHER OPERATING	47,600
		SPACE	2,400
		SPECIAL COSTS	50,000
		<b>TOTAL</b>	<b>100,000</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>100,000</b>

# Appendix B: Logic Model

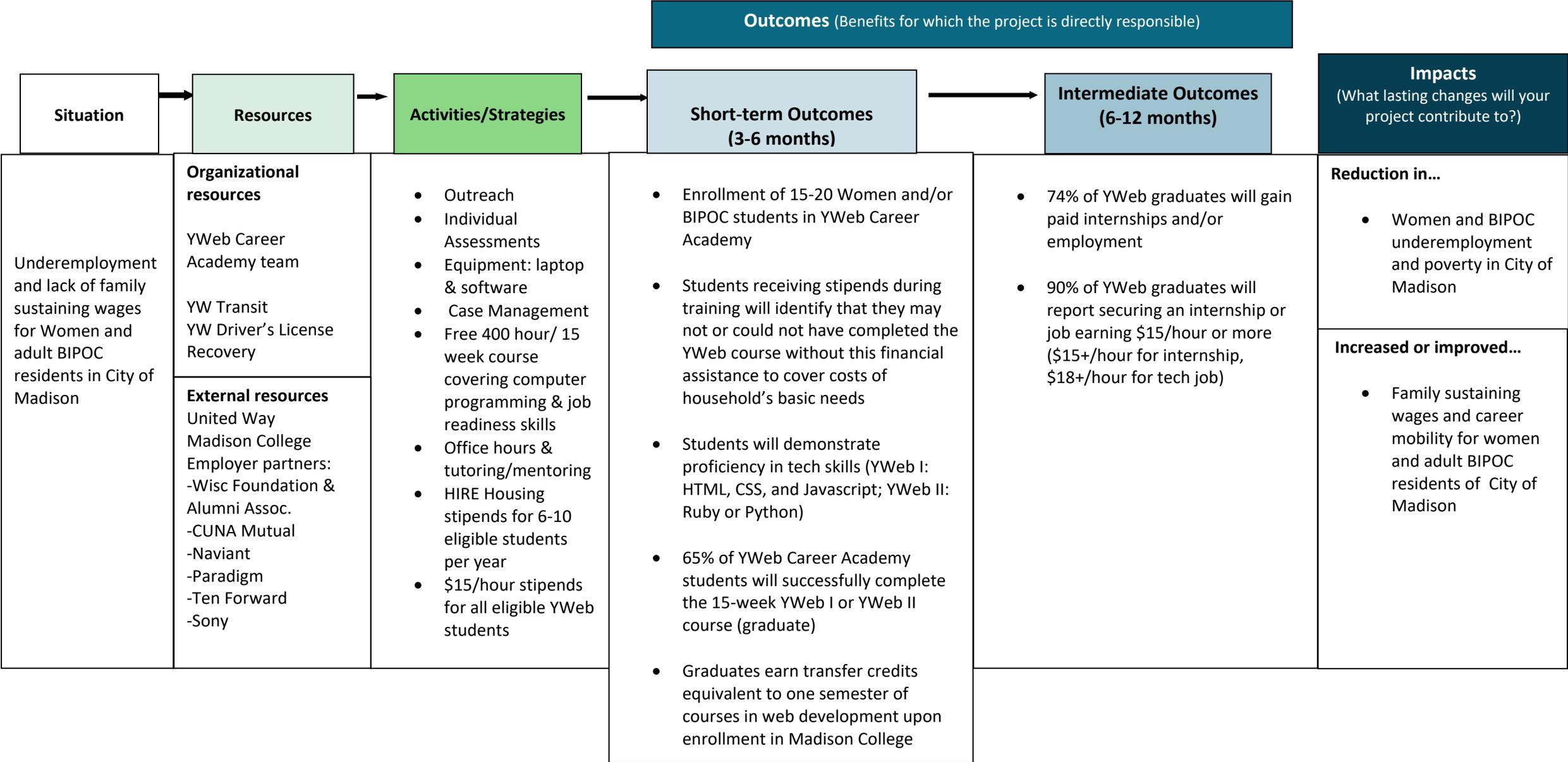
**Logic Model Template:**

The following logic model template should be used by applicants applying for funds to support youth, young adult & adult employment and training initiatives. Any content over the 3 page limit will not be considered by reviewers. Below is a brief definition of each required logic model component.



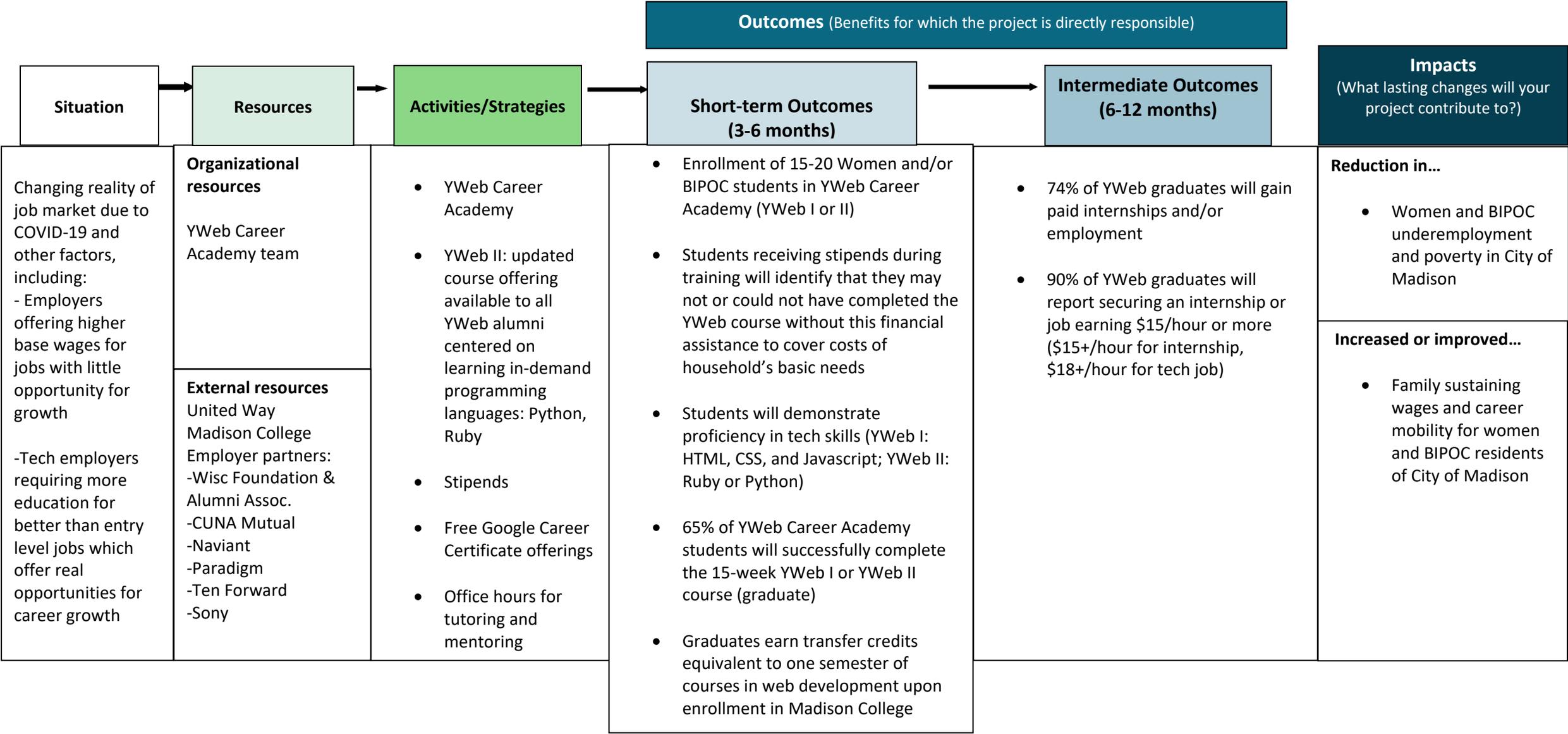
<b>Possible Sources of Evidence</b>	<b>Survey Data?</b>	<b>School Data?</b>	<b>Crime Data?</b>	<b>Family Reports?</b>	<b>Focus Group Data?</b>	<b>Interview Data?</b>	<b>Other Data?</b>
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# Appendix B: Logic Model





# Appendix B: Logic Model



## YWeb-Madison College Process Document for Credentialing

### Description

This document describes the process for digital credentialing and the granting of academic credits as set forth in the Memorandum of Understanding between YWCA of Madison and Madison College (MoU) in 2020. Upon successful completion of the YWeb Academy course of study as described in the MoU, students will earn both a digital credential and 6 academic credits at Madison College when adhering to the following conditions:

- Students have been awarded a certificate of completion of required studies and satisfactory participation in the YWCA Madison's YWeb Career Academy
- Students have a High School Diploma or GED/HSED
- Students matriculate into Madison College

### Process Overview

1. After the completion of a cohort at the YWCA YWeb Academy, representatives at the YWCA should build a list of students who meet the above criteria. Students should provide dated Diploma/GED/HSED documentation to YWCA. This documentation can be in the form of transcripts with graduation date, a digital image of the actual artifact, etc. YWCA will then transmit the list of students to Madison College's Digital Credentials Institute (DCI). The emailed list should be sent to the following contacts:
  - [lvoigt@madisoncollege.edu](mailto:lvoigt@madisoncollege.edu)
  - [nsoulier@madisoncollege.edu](mailto:nsoulier@madisoncollege.edu)
2. The list should contain information about each student including:
  - a. Name
  - b. Email
  - c. Completion Date
  - d. Birthdate (*birthdate is needed to verify we are granting credits to the correct "John Smith". It is kept completely behind the scenes and only accessible by our enrollment staff if needed to grant credit.*)
  - e. Proof of HS Diploma GED/HSED
3. Once received by Madison College, the information will be entered into College systems. Upon a student's matriculation into Madison College, the student will:
  - be granted academic credits
  - receive a "Congratulations" email from DCI introducing the student to the digital badge system (Credly/Acclaim)
  - receive an email from [dc@madisoncollege.edu](mailto:dc@madisoncollege.edu) alerting the student that they have earned a badge that they can accept & share.

This process comprises both manual and automated components. Questions and/or issues should be referred to the following process owning contacts:

- [vgjohnson@madisoncollege.edu](mailto:vgjohnson@madisoncollege.edu)
- [nsoulier@madisoncollege.edu](mailto:nsoulier@madisoncollege.edu)
- [lvoigt@madisoncollege.edu](mailto:lvoigt@madisoncollege.edu)

## HIRE Initiative

### Memorandum of Understanding

January 1, 2022, to December 31, 2022

#### SUMMARY & PURPOSE

This Memorandum of Understanding (MOU) outlines the mutually agreed upon elements of the partnership related to the programs and services of the HIRE Initiative (HIRE) between United Way of Dane County (UWDC) Centro Hispano of Dane County (CHDC), Latino Academy for Workforce Development (LAWD), Literacy Network (LN) Madison-area Urban Ministry (MUM), Urban League of Greater Madison (ULGM), and YWCA Madison (YWCA).

The purpose of HIRE is two-fold: (1) To provide adults without a high school diploma with the academic support needed to obtain a high school diploma or GED; (2) To provide unemployed and under-employed adults with the job training, job placement, and individualized coaching needed to obtain and retain new or better employment, while simultaneously helping local employers in key industries address their needs for a skilled and diverse workforce.

#### TIMEFRAME

The term of this agreement shall be from January 1, 2022, to December 31, 2022. Renewal of this MOU and funding for 2022 is contingent on the success of the United Way campaigns, as well as satisfactory progress towards the program goals and outcomes as outlined in this MOU, as advised by the Income Community Solutions Team (CST), recommended by the Vision Council, and approved by the United Way of Dane County Board of Directors.

#### ANNUAL GOALS FOR the HIRE INITIATIVE (Attachment A includes a chart with outcomes and indicators by program)

- 1) **Outcome 1: Build Economically Stable Families-Increase the number of individuals who receive education services to gain family sustaining employment.**
  - a. 789/1092 (72%) adults complete/receive services to assist them in earning a high school diploma/509 or GED
  - b. 35/115 (30%) of participants earn high school diploma, GED, HSED, 509 and 505\*
  - c. 35 participants earn their high school diploma, GED, HSED, 509 and 505\*
  - d. 105/235 (45%) of participants complete education services program.\*
  - e. 213/245 (87%) of participants achieve a knowledge goal.\*
- 2) **Outcome 2: Build Economically Stable Families-Increase the number of individuals who gain family sustaining employment**
  - a. 750 adults will receive employment coaching, training, placement, and/or job retention services.
  - b. 789/1092 (72%) of participants complete employment training program\*
  - c. 413/962 (43%) of participants gain employment\*
  - d. 333/70% of participants employed at \$15+/hour
- 3) 10 families will receive Child Care Subsidy through HIRE Child Care Assistance (4-C)
- 4) **Housing:** 15 participants gain or remain stable in housing

#### WHO WILL BE SERVED?

The HIRE initiative will serve: (1) low-income adults ages 18 and older, without a high school diploma and/or (2) low-income, unemployed adults ages 18 and older who face barriers to employment such as inconsistent work histories, language barriers, and criminal conviction histories, or those who are under-employed (i.e. earning less than \$16/hour; working part-time despite desiring full-time work; and/or working in a position that does not provide adequate benefits). The Initiative will focus on

engaging several under-served populations including persons of color; parents; and/or individuals participating in other United Way Signature Initiatives such as Born Learning and Housing First or Rapid Rehousing Programs.

**SERVICES TO BE PROVIDED<sup>1</sup>**

**1. Education Services:**

- Basic literacy skills instruction
- Classroom instruction and tutoring to develop or improve English language skills
- Classroom Instruction and tutoring in skills needed to complete a high school diploma 508/509 or GED using a combination of paper and computer programming
- Academic Case management and support services for students attending Madison College or pursuing other post-secondary education options
- Academic Tutoring for students attending Madison College
- Basic Computer Literacy

2. **Job Training:** Each HIRE employment service agency offers a unique catalog of job training services. The availability of industry-specific job training courses may vary based on industry needs and the availability of funding to cover costs associated with coursework and internships (if applicable). Trainings anticipated during the term of this MOU include (but are not limited to):

<ul style="list-style-type: none"> <li>• CDL</li> <li>• Construction Trades</li> <li>• Customer Service/Sales &amp; Marketing</li> <li>• Educational Assistance/Support roles</li> <li>• Finance</li> <li>• Food Service/Culinary</li> <li>• Work Readiness Skills and Behaviors training</li> </ul>	<ul style="list-style-type: none"> <li>• Healthcare (direct patient care)/CNA</li> <li>• Healthcare (clerical/administration)</li> <li>• Information Technology (web development)</li> <li>• Information Technology (help desk, hardware support, and system administration)</li> <li>• Insurance</li> </ul>
--	--

Specifically for 2022, the following trainings will be provided. Changes to this listing will be jointly agreed upon by UWDC and Agency Partner in writing:

- CENTRO HISPANO:
- JUST DANE
- LATINO ACADEMY OF WORKFORCE DEVELOPMENT
- LITERACY NETWORK
- URBAN LEAGUE OF GREATER MADISON
- YWCA MADISON:**

- YWeb Career Academy: web development/design and critical soft skills development; 15-week full-time course offered twice per year (Jan-April and Sept-Dec 2022)
- Google Career Certificates: flexible online training in the following Certificate areas: Google IT Support, Google UX Design, Google Cloud, Google Data Analytics, Google: IT Automation with Python, and Google Project Management. Participants enrolled in these self-paced Google Certificate online programs receive support from Employment Services case management staff, and can be part-time or full-time (open/rolling enrollment in 2022)

<sup>1</sup> Details regarding services provided by each agency are documented in ANDAR, the United Way proposal and reporting system. In the event of a discrepancy between the MOU and data reported in ANDAR, this MOU will take precedence.

3. **Job Placement and Coaching:** Each HIRE employment service agency offers the following employment coaching and case management services:

- Development of *Individual Hiring Plans*
- Career Exploration
- Job Readiness Coaching
- Employer Outreach
- Job Placement Assistance
- Job Coaching & Retention
- Managing Job Placement and Retention Supports

### **HOUSING ASSISTANCE**

At least 15 participants of the HIRE Initiative will be eligible for housing assistance through the YWCA Madison to help assure housing stability. HIRE participants who have shown commitment to their prospective training program and/or participants placed into or expected to be placed into jobs paying \$15 or more per hour will receive priority consideration in the allocation of housing assistance funds. Funds in the total amount of \$50,000 will be made available to support a 0.5 FTE YWCA Housing Case Manager and to provide direct housing assistance funds for eviction prevention, assistance securing new housing, and other direct housing costs that help participants maintain the housing stability needed to complete job training and/or maintain employment.

### **HIRE MICRO-LOANS**

Micro-loans are available to any participant that is a part of the HIRE Initiative, this includes graduates who have graduated from the program and are now employed. Participants must agree to repay the loan within the prescribed time frame. Loans cannot exceed \$750.00 and are to be paid back within one year. Loans are made directly to the entity providing the goods or services, paid back by the individual.

Loan recipients must agree to make weekly payments as established in the loan agreement. The Micro-loans are managed by Just Dane staff, but the referring agency must complete the appropriate paperwork with or for their client to receive a loan.

### **Child Care Subsidy**

The Child Care Subsidy is intended for low-income families who are current participants in the early childhood zone and/or HIRE program, both of which are current cross-system initiatives providing families with holistic, coordinated supports to meet their multiple needs. The goal of this program is to increase the number of low- income parents who can access and receive high quality childcare that allows them to participate in job training and employment programs or, transition to employment. The program will be implemented in English and Spanish. Staff from program partners in these collaborative initiatives will make referrals to 4-C based on need and eligibility.

The Subsidy program will serve families with children under the age of five whose incomes are up to 300% of the Federal Poverty Level or families that do not qualify for existing subsidy based on other criteria. Families will be HIRE participants and/or live in Dane County early childhood zones. The program estimates supporting approximately 10 families, with a goal of receiving 2-3 family referrals from each HIRE partner and early childhood zones.

### **PRIMARY POINTS OF CONTACT**

To ensure efficient onboarding and transition of HIRE participants from one partner agency to another (when needed to accommodate referrals), as well as to orient new employer partners to the HIRE initiative, the following primary points of contact have been established:

	UWDC	All
Onboarding of new employer partners	X	
211 will serve as the referral source for HIRE, referrals for enrollment of clients from the Early Childhood Zones and Housing Initiatives	X	
Initial assessment of potential HIRE job training/placement participants from Born Learning, 211, the HIRE public website, and other general HIRE outreach efforts.		X
Initial assessment of potential HIRE education service participants that come through Born Learning, 211, HIRE public website, and other general HIRE outreach.		X
Marketing and communication of HIRE activities including development and management of the <a href="http://unitedwaydanecounty.org/hire/">unitedwaydanecounty.org/hire/</a> . Agencies must continue to submit information for this website to keep the content current on the HIRE Website.		X
Coordination of HIRE participant outreach and recruitment presentations		X

**COMPOSITION AND ROLE OF ADVISORY GROUPS – TBD – updated in 2022**

- 1. Income Community Solution Team**
- 2. HIRE Employer Council**
- 3. Employer Council Staff Team**
- 4. HIRE Partnership Team**

	FREQUENCY	DATE / TIME LOCATION	AGENCY PARTICIPANT(S)
Income CST	Monthly	Meetings are the 3 <sup>rd</sup> Fridays of the month	One HIRE agency representative: Two-year term limits.
HIRE Employer Council/HIRE Staff Team	4 to 5 times a year/as needed for planning of meetings	Meetings are the 3 <sup>rd</sup> Wednesdays of the month (when	Agency Exec and a program staff from each partner agency  (Karen Menéndez Collier 2021-2023) & (Linda Ketcham 2021-202?) serves as the HIRE Partner Agency representative on

	FREQUENCY	DATE / TIME LOCATION	AGENCY PARTICIPANT(S)
		held)/TBD	the staff team.
HIRE Partnership Team	Every month	Meetings are the 3 <sup>rd</sup> Thursday of the month (when held)	Leadership of each agency and program level team members (Baltazar De Anda-Santana 2021-2023 and Jennifer Peterson 2021-2023) with UWDC staff (Lauren Martin, Nicole Sandler, and Aaron Grych)

**REPORTING REQUIREMENTS**

- Year-end reports (4Q) will be due in EC Impact at the end of February 2023.
- Quarterly program reports using the forms in Appendix B (to be sent separately) are due April 30 (1Q), July 30 (2Q), October 31 (3Q). Format for 2Q 2022 will be piloted in EC Impact, or utilize the HIRE Quarterly Reporting Form
- Mid-year budget report in EC Impact is due in August.

UWDC may at times determine that other data or reports are required. In such instances, UWDC will provide as much notice as possible for agencies to respond to such requests. UWDC agrees to share such reports with the partner agencies prior to distributing to others.

**OTHER REPORTING & GOVERNING POLICIES**

In addition to the terms and reporting requirement reflected within this MOU, partner agencies will adhere to additional reporting requirements and guidelines defined by UWDC in the Annual Agency Agreement, Special Conditions Agreements, SECC Reports, VolunteerYourTime, and 2-1-1.

**EMPLOYMENT LAW**

Partners to this agreement will follow all federal, state, and local employment laws.

**NON-DISCRIMINATION**

Parties agree not to discriminate on bases prohibited by federal, state, or local laws, ordinances or regulations, including but not limited to applicable Titles of the Civil Rights Act of 1964, and Section 504 of the Rehabilitation Act of 1973, as amended

**BRANDING, MARKETING AND PUBLIC RELATIONS**

The HIRE agencies agree to follow the marketing guidelines as outlined in the agency agreement and this MOU. The guidelines include the following:

- Follow the UWDC Community Voices guidelines when speaking during the United Way Campaign (Community Voices Guidelines attached).
- UWDC will submit names of donors who request acknowledgment by your agency. Send thank you letters to these donors recognizing their gifts and support of the United Way Campaign.

Regarding the HIRE initiative, the HIRE agencies agree to:

- The HIRE logo and or a combination of the United Way of Dane County logo and your agency logo should appear on program materials such as forms, program brochures, newsletter, special event programs, annual reports and website when referencing the HIRE Initiative program.

Please see United Way Agency Agreement for additional information.

**CHANGES & TERMINATION OF AGREEMENT**

Any changes to the terms of this agreement must be mutually agreed to, in writing. All parties have the right to exit the terms of this agreement through a 90-day written notification.

United Way reserves the right to terminate this agreement for reasons such as, but not limited to, failure to faithfully implement the program model, failure to meet outcome objectives, or failure to notify UWDC of changes to the program model. Agency activities deemed in conflict with this agreement may result in termination of this agreement.

United Way acknowledges that the COVID-19 pandemic may continue to impact the HIRE partner agencies' ability to achieve the Annual Goals outlined in this MOU. Each HIRE partner agency agrees to communicate with United Way as soon as practicable if there are substantial changes to service delivery or if the agency has concerns about achieving individual contract goals or outcomes that may affect the HIRE Initiative's ability to meet Annual Goals outlined in this agreement.

**SIGNATURES**

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

\_\_\_\_\_  
Centro Hispano of Dane County

\_\_\_\_\_  
Latino Academy for Workforce Development

\_\_\_\_\_  
Literacy Network

\_\_\_\_\_  
Just Dane

\_\_\_\_\_  
United Way of Dane County

\_\_\_\_\_  
Urban League of Greater Madison

*Vanessa McDowell*  
\_\_\_\_\_  
YWCA Madison

\_\_\_\_\_  
4-C

\_\_\_\_\_  
Date Signed