



United Way
of Greater Milwaukee

2008/2009 EMPLOYMENT INITIATIVE: *Job Training and Retention*

Request for Proposals
November 16, 2007 RFP Distribution
(Grant Period is March 14, 2008 through June 15, 2009)

Vision: *Individuals obtain job-readiness skills, complete job training and advanced training that lead to employment in order to attain a family-sustaining wage.*

Qualified nonprofit health and human services agencies with 501 (c)(3) status and in good financial standing within the Metropolitan Milwaukee Area are welcome to apply. **Proposals submitted by United Way-funded agencies not in full compliance with standard administrative and financial requirements will not be considered for this grant.**

IMPORTANT: All submissions for this Request for Proposals must be **evidence based** in order to be considered for funding. For the purpose of this request, evidence-based programming includes techniques, strategies, and methods that have been researched, practiced/tested, tracked, and that promote self-sufficiency, social, and academic success. Programs must provide documentation that attests to the program's effectiveness of the methods or models used.

TIMELINE FOR APPLICATION PROCESS

- ☞ **Friday, November 16, 2007:** Requests for Proposals for the Education and Employment Initiatives will be distributed via mail, e-mail, and will be available in PDF format, as well on our website at www.unitedwaymilwaukee.org. If you want a copy emailed to you directly, please make that request via email to lbarbieri@unitedwaymilwaukee.org, or call Lynda Barbieri at 414.263.8126.
- ☞ **Technical Assistance Sessions for prospective applicants of both Initiatives will be held in United Way of Greater Milwaukee's East Room at, 225 W. Vine Street.** *Be sure to have a representative of your organization attend. There have been some changes to this Request for Proposals and Application.* Contact Lynda Barbieri to reserve your place. Space is limited. Please, only two people per proposal. Thank you.
 - **Tuesday, December 4, 2008 from 2:30 to 4:00 p.m.**
 - **Wednesday, December 5, 2008, from 9:00 to 10:30 a.m.**
- ☞ **Monday, January 7, 2008 (4:00 p.m.):** Education and Employment Initiative Proposals and requested attachments are due by 4:00 p.m., January 7, 2007. The completed application, narrative, and budget must be submitted via e-mail to Lynda Barbieri at lbarbieri@unitedwaymilwaukee.org. The signed original, copies, and attachments must be received at the United Way offices by 4:00 p.m., as well.
- ☞ **January-February 2008:** Final grant decisions approved and applicants notified. Members of the Employment Advisory Committee will review the proposals and make funding recommendations to the Community Impact Division, with final approval from United Way of Greater Milwaukee's Executive Committee.
- ☞ **March 2008: First check distribution**

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2008/2009 EMPLOYMENT INITIATIVE: Job Training and Retention

AGENCY OVERVIEW		
Contact for this proposal (<i>Name & Title</i>):		
Phone & Fax:	Email:	
Date Submitted:		
Total Proposed Program Budget:	Total Grant Request:	
Program Name:		
Organization Name:		
Address:		
City, State, Zip:		
Phone:	Fax:	
Email:	Web Address:	
Chief Staff Officer (<i>Name & Title</i>)		
Phone:	Email:	
Board Chairperson (<i>Name & Title</i>):		
Mailing Address:		
Year organization was established:	Dates of Fiscal Year:	
Total Number of Paid Staff	Full-Time:	Part-Time:
Organization's total operating budget:		
Does the organization have federal tax-exempt status? Yes ___ No ___		
If no, provide name and contact information of nonprofit agency serving as fiscal agent:		
Has the governing board approved a policy that states the organization does not discriminate based on age, race, religion, gender, sexual orientation or national origin? Yes ___ No ___		
When did the governing board authorize this request for funding (<i>provide date</i>):		

This form must be submitted via hard copy and e-mail to lbarbieri@unitedwaymilwaukee.org.

OVERVIEW

UNITED WAY OF GREATER MILWAUKEE'S EMPLOYMENT INITIATIVE

Even as we continue to partner with the community to break the cycle of poverty, the number of people who live at or below the poverty level grows ever larger. United Way's continuous support of safety-net programs helps to build stronger families and safe, viable neighborhoods. Beyond addressing those issues, United Way begins a fourth year in its efforts to help alleviate serious barriers to economic security by supporting opportunities to gain family-sustainable employment, a key component of breaking the cycle of poverty. The Employment Initiative is a focused approach to help impact job training, obtain job-readiness skills, or advanced training that would help ensure job retention, and provide an opportunity to increase the likelihood of greater economic success for low-income community members.

Poverty is one consequence of a lack of education, employment, and the resulting absence or reduction of income. Over time, a boost to a family-sustaining income influences the ability to amass financial resources for homeownership and help secure the children's education.

- Over 50% of Milwaukee's Enterprise Community's (inner-city) working age male members were not employed or not in the labor force.
- Highest unemployment rates for blacks (18.5%-Milwaukee / 17.4% Metro Area)
- Unemployment was up 5.8% in 2002 from 3.7% in 1995 in Wisconsin, increasing the number to over 60,000.

United Way remains at the center of collaborative partnerships with other key community organizations and agencies, whose objective is to go beyond meeting basic needs and to impact the core causes underlying the cycle of poverty. Our focus is on community impact, community-wide education initiatives, job training/retention, and asset building for low-income individuals. Community impact is positive change in a community over time, which is measurable, sustainable, and meets current and emerging needs. For nearly 100 years, United Way of Greater Milwaukee has been committed to improving lives in our community by assuring provision of a safety net of quality services to those who need them.

Employment continues to be a stepping stone to economic self-sufficiency. The lack of job availability, appropriate job training, and developing the skills to retain those jobs limits the ability of people to gain meaningful employment and function as healthy, productive community members. Attaining solid training for employment, obtaining a job, and retaining employment helps adults of all ages reach economic sustainability for themselves and their families. Educated and/or trained adults are more likely to attain economic self-sufficiency, become better able to provide a stable home environment, and have children who develop positive life skills, as well as achieve academic success.

Elements that lead to or exacerbate poverty are reinforced by a number of barriers that most urban area residents experience when seeking employment. Some examples of those barriers include: Alcohol and Other Drug Abuse (AODA), disabilities (mental/physical), literacy (are they able to read, write, comprehend, and participate), domestic relationships (childcare, older adult living at home, etc.), lack of job-readiness and social skills (do they show up at work, are they consistent, reliable), social issues, transportation issues, returning offender (Milwaukee County Corrections), age (differing ages have differing needs), immigration issues, and countless others.

Education, transferable job skills, soft skills, and sustainable employment are key components to a secure future. Statistics show that high school graduates have much higher earning power than non-graduates, and college graduates earn significantly more than high school graduates. Boosting earnings over time influences a family's ability to amass financial resources, which in turn, makes it possible to build stability through home ownership and to finance further education for their children. **For the fourth cycle, United Way of Greater Milwaukee's Board of Directors has designated \$500,000 to the Employment Initiative to address job training and retention issues.**

PROGRAM OUTCOMES

Collectively, the programs funded through United Way's Employment Initiative will work towards the selected vision, "Individuals complete job training and obtain job-readiness skills that lead to employment or advanced training in order to attain a living or family-sustainable wage. A successful program will work with identified partners in tracking indicators and developing strategies for success. Program models will include strong partnerships between clients, businesses, and the community. Applicants must provide examples of demonstrated leadership ability and capacity to implement or expand the program. The United Way of Greater Milwaukee will provide technical assistance sessions on outcome measurement, networking opportunities, and relevant trainings. The outcomes that this project will strive to achieve follow. **Applicants are to address both Outcome and Indicator #1 and Outcome and Indicator #2.**

Outcome #1: Low-income adults complete job-readiness training, obtain and retain sustainable employment with a living/family-sustaining (*e. g. family of four*) wage (*periodic wage increases*) over time.

Indicator: #1 Number and percent of Low-income adults, who complete job-readiness training.

Indicator #2: Number and percent of clients who obtain and retain sustainable employment with a living/family-sustaining (*e. g. family of four*) wage (*periodic wage increases*) over time.

Outcome # 2: Low-income adults enroll and complete advanced training, acquire transferable skills, and further enhance soft skills, over time.

Indicator: Number and percent of low-income adults who enroll and complete advanced training, acquire transferable skills, and further enhance soft skills, over time.

BASIC CRITERIA

1. All applicants must ensure that the following four components are integrated into the program design and implementation plan.
 - a. Integrate job readiness training, job retention skills, and community/family/business support and involvement.
 - b. Demonstrate program/agency leadership capacity that would allow for program implementation or expansion.
 - c. Address how clients who reside in urban areas and experience barriers to employment will succeed by participating in your program. (*Barriers to employment may include these or others: Alcohol and Other Drug Abuse (AODA), disabilities (mental/physical), literacy (are they able to read, write, comprehend, and participate), domestic relationships (childcare, older adult living at home, etc.), lack of job-readiness and social skills (do they show up at work, are they consistent, reliable), social issues, transportation issues, returning offender (Milwaukee County Corrections), age (differing ages have differing needs), immigration issues, etc. How can your program reduce some, or all, of these barriers?*)
 - d. The most successful job training and retention programs include elements that address other areas of individual well-being and social responsibility. Describe the elements that your program will address. Listed below are some examples:

*Registered to Vote
Opened First-Time Bank Account
Counseled on Personal Credit History
Completed Hours of Homebuyer Education
Obtained \$5,000 Housing Authority Rent Assistance
Enrolled in Health Insurance Plan
Completed Workshops in Physical Abuse/Anger Management
Obtained Driving Permit and/or Obtained Drivers License*

*Taken/Passed CDL Knowledge Permit Test
Completed Entry Level Manufacturing Skills Certification
Completed HAZMAT Certification
Taken/Passed Union Trades Pre-Accuplacer Test
GED Tests Taken
Earned \$1,000 AmeriCorps Ed. Scholarship
Enrolled in College/University
Enrolled in Advanced Training/Job Corps
Obtained Non-Traditional Employment*

2. Only programs that focus on **job readiness training, job training, and retention** and are evidence based will be considered for funding. For the purpose of this request, evidence-based programming includes techniques, strategies, and methods that have been researched, practiced/ tested and tracked, and promote self-sufficiency, social, and academic success. Programs must provide documentation that attests to the program's effectiveness of the methods or models used. Applicants are encouraged to present evidence-based programs and strategies that may not be listed in the links and resources listed below for equal consideration. Following are websites and other resource materials that may be helpful.
 - U.S. Bureau of Labor Statistics: <http://www.bls.gov>
 - Neighborhood Employment Assessment Project, April 2002, Making Connections Milwaukee and Milwaukee Jobs Initiative: <http://www.aecf.org/initiatives/jobsinitiative/milwaukee.htm>
 - WI Economic Indicators, August 2005, State of WI Department of Workforce Development: <http://www.dwd.state.wi.us/>
 - Economic Policy Institute <http://www.epinet.org>
3. Provide models and lessons learned, along with evidence of client involvement in job training and retention programs. Results and lessons learned will be documented and shared with the community as possible learning tools.
4. Host six-month site visits and submit six-month and grant-end program reports to the Self-Sufficiency Community Impact Advisory Committee. Additionally, partnerships will commit to share program lessons learned with grant recipients and others in a year-end forum, or other periodic information-sharing venues, to maximize collective learning opportunities for the employment, job training, and job retention in the community.
5. Participate in technical assistance/networking opportunities hosted by the United Way of Greater Milwaukee.

AWARDEE RESPONSIBILITIES

Proposals must be in the United Way of Greater Milwaukee offices, 225 W. Vine Street Milwaukee, WI 53212, no later than 4:00 pm, Monday, January 7, 2008. Awardees of the Employment Initiative: Job Training and Retention grants will:

1. participate in an on-site visit from members of the Employment Initiative Advisory and Self-Sufficiency Advisory Committees and a United Way staff person around the eight-month mark of the grant period for review of the program's progress. All partners must be present.
2. submit the required 15-Month Program-End Report within 30 days of the grant completion. Specifics will be provided in advance of that date.
3. commit to sharing program lessons learned with other grant recipients in a grant-end forum to maximize the collective learning opportunities for programs addressing job training and retention.
4. acknowledge United Way of Greater Milwaukee's support through the Employment Initiative in publications and at appropriate events.
5. participate in technical assistance/networking opportunities hosted by United Way of Greater Milwaukee.
6. report outcome information in the prescribed format, as requested.
7. provide evidence of regularly scheduled partnership meetings.

GENERAL INFORMATION

1. **Grant Period: March 14, 2008 through June 15, 2009.**
2. Application materials must be submitted (e-mail and hard copies) by 4:00 PM, Monday, January 7, 2008. **Additional information will not be accepted from applicants after the deadline unless requested by United Way.**
3. The Employment Initiative has \$500,000 available. **Monthly disbursements will begin in March 2008.**
4. Funds cannot be used for individuals, endowments, capital projects, debt reduction, fundraising events, supplanting, or programs that support religious activities.

GENERAL INSTRUCTIONS

United Way of Greater Milwaukee's Employment Advisory Committee volunteers are interested in reviewing well-written reports that have been proofed for accuracy and clarity. Be sure to follow these instructions carefully:

1. Type and single-space proposal narratives on white 8.5 x 11 paper (**Ariel 12- point font**).
2. Proposal narratives are limited to 5 pages. Proposal narratives longer than 5 pages will be rejected.
3. Provide all of the information in the order listed with complete answers.
4. Narrative pages must be numbered.
5. Submit **one (1) original** and **six (6) copies** of your proposal to United Way. Also, submit an emailed copy of the application to lbarbieri@unitedwaymilwaukee.org .
6. Do not bind or staple. Use paperclips to secure pages.
7. Extraneous materials (video tapes, brochures, etc.) will not be considered or returned.
8. The application **MUST** be signed by an officer of the organization's board of directors. **Proposals without a board officer's signature will be rejected.**

ATTACHMENTS

To help United Way of Greater Milwaukee understand the organization and the program for which funding is requested, submit the following attachments with the completed application:
One (1) original of your entire proposal.

One (1) Summary of the proposal (not included in the application) On one separate sheet of paper provide a concise one-page description summarizing the proposed program that includes: community and/or issue area to be addressed by the program, program strategies, program participant demographics, and communities being served.

One (1) complete list of the organization's Board of Directors

One (1) copy of the organization's most recent annual report or IRS Form 990**

One (1) copy of the IRS federal tax exemption [501 (c) (3)] letter**

One (1) original and six (6) copies: Completed Proposed Budget Worksheet

One (1) documentation demonstrating the effectiveness, through study/ research, of proposed programs

One (1) partnership structure (separate page)

****Unless the documents are already on file with United Way**

Contact: Lynda Barbieri at United Way - 414-263-8126 or lbarbieri@unitedwaymilwaukee.org.

NARRATIVE

Provide the following information in narrative form in the order presented below (5 pages maximum). Applicants must receive a minimum score of 75 points out of the 100 available in the following areas to be considered for funding. **(Pages must be numbered. Be sure to proof and verify your report.)**

1. Organizational Information (5 points)

Provide a brief description of the partnerships/organization's mission, goals and capacity to carry out the proposed program, as well as the organization's commitment to Job Training and Retention.

2. Partnership Description (15 Points)

What linkages/collaborations will be used to enhance the program? Consider the following variables and discuss briefly in your answer:

- a. Partnership's commitment and ability to work together for an extended period of time.
- b. Partnership is relationship based and/or voluntary. Explain how it evolved.
- c. Partnerships' ability to negotiate difficult decisions (provide examples).
- d. Partnership's ability to garner other financial support.

3. Program Description (40 points)

- a. Explain the significance/scope of the program.
- b. Identify the specific barrier(s) to job readiness training, job training, and retention that this program will address. How can some of those barriers be reduced or eliminated?
- c. Describe the best practices that are connected with the proposed program.
- d. Identify the strategies and methodologies used to achieve the proposed outcome. How will you know if the proposed outcomes have been achieved and how will this information be used to make changes, if needed?
- e. Describe to what extent program participants are involved in program planning, design, and/or implementation.
- f. Describe the program's clients or target population, including projected total number of clients, gender, age, race, ethnicity, disability, geographic characteristics, and household income.
- g. Describe the ways in which this program brings innovative strategies to employment, training, and job retention programming or to the community.
- h. Describe ways in which your program increases the capacity of employers, families, community-based organizations and the community to understand, promote and respond appropriately to the development and implementation of job training and retention programs for adults.
- i. Describe what the organization/partnership foresees as the long-term community benefits of the program's activities for job training and retention?
- j. Describe in what way(s) this program will impact the Greater Milwaukee community over time?
- k. Describe the partnership's vision of success.
- l. Address how clients who reside in urban areas and who experience barriers to employment will succeed by participating in your program. *(Barriers to employment may include these or others: Alcohol & Other Drug Abuse, disabilities (mental/physical), literacy (are they able to read, write, and participate), domestic relationships (childcare, older adult living at home, etc.), social issues, transportation issues, returning offender (Milwaukee County Corrections), age (differing ages have differing needs), immigration issues, etc. How can your program reduce some or all of these barriers?)*

4. Evidence Based Program Model (20 points):

For the purpose of this request, evidence-based programming includes techniques, strategies, and methods that have been researched, practiced/tested and tracked, which promote self-sufficiency and social and academic success.

- a. Describe the evidence that supports the effectiveness of the proposed program.
- b. Describe where and when this program has been successfully implemented.
- c. Describe the results of the program?
- d. Provide detailed information about the research/study methods used in evaluating the program, including data collection.
- e. Provide resource/reference information—to include publication information and websites.

5. Planning and Implementation Phase (10 points):

- ☞ First-time applicants describe the planning components required for the implementation, expansion or continuation of this program and how they will be achieved.
- ☞ Returning applicants update their program progress.

6. Funding Consideration (10 points)

- a. Estimate the total cost of the program and include a budget justification.
- b. Provide a detailed program budget using the enclosed format.
- c. Specify the amount requested from United Way's Employment Initiative and how the funds will be used.
- d. Specify the amount, if any, and describe leveraged, pooled, or matched funding associated with the proposed program, including sources of funding.
- e. Describe plans for ensuring continued funding after the grant period. How will this program continue beyond the grant period?



2008/2009 Employment Initiative: *Job Training & Retention* Request for Proposals

Vision: *Individuals obtain job-readiness skills, complete job training and advanced training that lead to employment in order to attain a family-sustaining wage.*

GLOSSARY OF TERMS

1. All programs must be **evidence based** (*For the purpose of this request, evidence-based programming includes techniques, strategies, and methods that have been researched, practiced/tested and tracked, which promote self-sufficiency and social and academic success.*) Organizations must provide, in their proposal, documentation demonstrating the effectiveness of identified program models.
2. **Transferable Skills:** Skills that are adaptable to a variety of working and social environments.
3. **Soft Skills:** Individuals with limited exposure to the world of work may lack the "soft skills" needed to get a job, stay employed, and advance. Soft skills are the non-technical skills, abilities, and traits that workers need to function in a specific employment environment. They include four sets of workplace competencies: problem solving, and other cognitive skills, oral communication skills, personal qualities and work ethic, and interpersonal and teamwork skills (Leigh, et al., 1999).
4. **Living Wage:** Few jobs in the low wage sector of the labor market provide compensation that would enable working families to meet the basic needs accounted for in these budgets. Thus, either low wage workers supporting their families need higher paying jobs or their budget needs will have to be further subsidized. A combination of improved labor market policies, nationalized systems for important budget items like health care and child care, and subsidies to support working families are important steps that should be taken to secure even just a basic, no frills standard of living for American working families. (*How much is enough? Basic Family Budgets for Working Families*, Economic Policy Institute, May 2000)

United Way of Greater Milwaukee

Early Education Initiative: *Early Literacy & Reading for Young Children*

Employment Initiative: *Job Training & Retention*

PROPOSED PROGRAM BUDGET WORKSHEET

Agency Name:	
Program Name	
Projected Program Revenue	
United Way of Greater Milwaukee Allocation	\$
Funds from other United Ways	
Own Fund Raising Efforts	
Government	
In-Kind Support	
Program Service Fees	
All other sources of Program income	
TOTAL PROGRAM REVENUE	
Projected Program Expenses	
Salaries	\$
Benefits	
Professional Fees	
Supplies; printing, publications	
Travel	
Telephone, postage, shipping	
Occupancy	
Major Property & Equipment Acquisition	
Other Expenses	
TOTAL PROGRAM EXPENSES	
Please provide a budget narrative (use reverse side of sheet if necessary):	

For a copy of this form via e-mail, please send your request to lbarbieri@unitedwaymilwaukee.org.