



YEAR 2017

**REQUEST FOR PROPOSALS FOR
COMMUNITY DEVELOPMENT
FUNDING FOR
YOUTH SERVICES**

**City of Milwaukee
Community Development Grants Administration
In Conjunction with the Youth Council of the Milwaukee Common Council**

**City Hall – 200 East Wells Street; Room 606
Milwaukee, Wisconsin**

Funds Provided by the U.S. Dept. of Housing & Urban Development

Applications are due by Friday, October 13, 2017

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INTRODUCTION & HISTORY

MEMBERS OF THE YOUTH COUNCIL OF THE MILWAUKEE COMMON COUNCIL

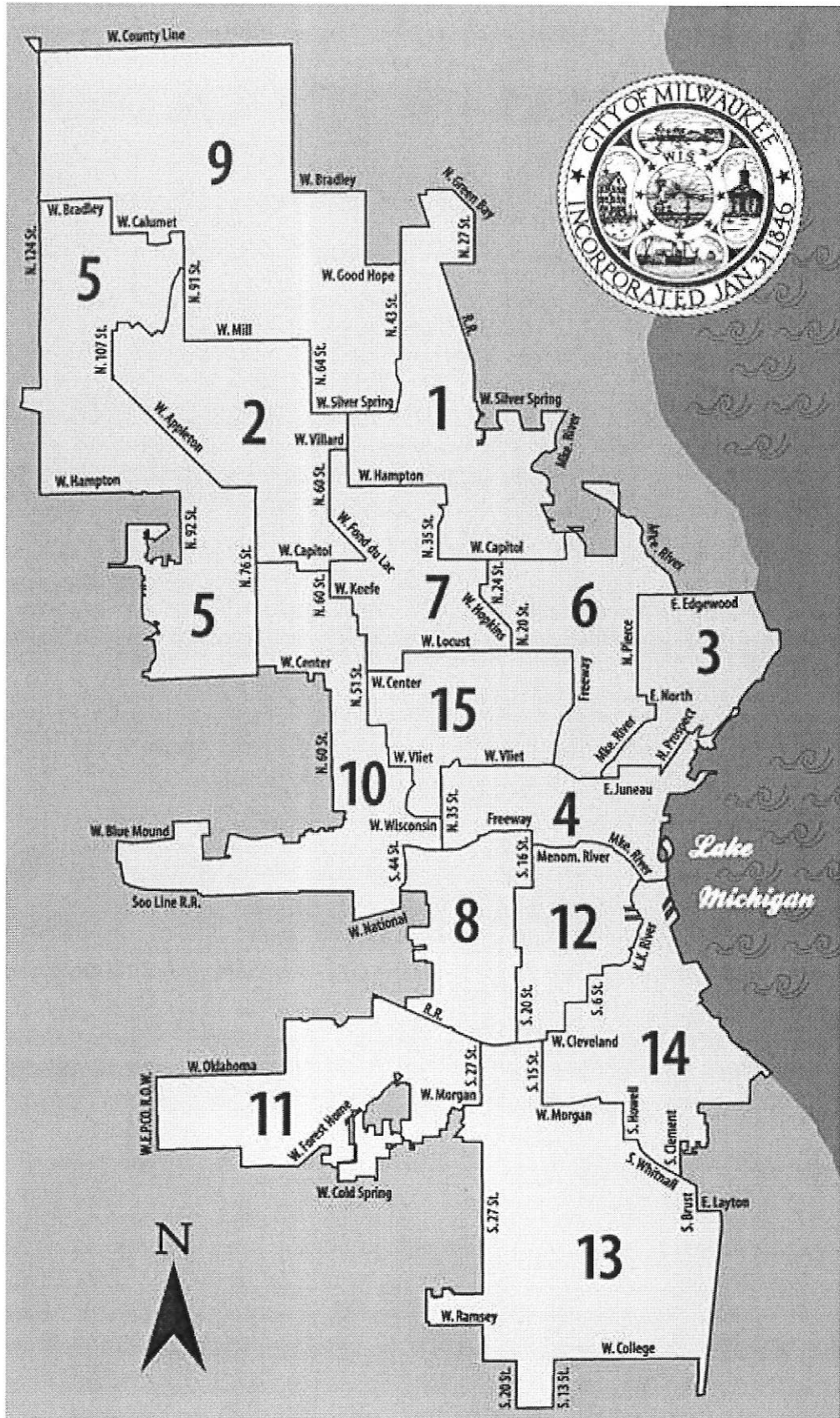
Aldermanic District		Youth Council Members
1	Ashanti Hamilton	Billy Devine Handy
2	Cavalier Johnson	Erica Lofton
3	Nik Kovac	Emoni Gambrell-Toliver
4	Robert Bauman	Adea Dunn
5	James A. Bohl, Jr.	Malaysha Truss
6	Milele A. Coggs	Kalan Haywood, II
7	Khalif J. Rainey	Aron Cross
8	Robert G. Donovan	Genaviv Alcantara
9	Chantia Lewis	Ken'Triana McDade
10	Michael Murphy	Vacant
11	Mark Borkowski	Miguel Brown
12	Jose Perez	Corina Estremera-Maldonado
13	Terry L. Witkowski	Jesilyna Gloria Gonzales
14	Tony Zielinski	Isaac Hoeschen
15	Russell W. Stamper, II	Cole Hines

The Milwaukee Youth Council was formed as a way for youth to voice their opinions on matters affecting Milwaukee's Youth population and to also involve them in public service and local government processes.

Legislation establishing the Youth Council, of which each Aldermanic district would have a representative, was approved unanimously by the Milwaukee Common Council and Mayor in July 2004. A Selection Committee was subsequently appointed by both the Mayor and Common Council President to establish rules and procedures for the Youth Council and potential Youth Council members.

The Youth Council, which is attached to the office of the City Clerk, has as its' mission, to serve and advance the interests of City youth as a representative body in City government through a working partnership with the Milwaukee Common Council and Mayor.

The current members, as listed above, serve one-year terms and are approved by the Milwaukee Common Council and Mayor Barrett.



PROPOSAL CHECKLIST - YEAR 2017

Complete Applications must be received no later than 4:00 pm on Friday, October 13, 2017.

As a final step before submitting your application, use this checklist to ensure that your application is complete. **Failure to include any of the following items will result in disqualification of your application.**

All organizations applying for grant funds, complete and submit **one original** and **5 copies** of the following Year 2017 documents:

- Application Executive Summary, signed and dated
- RFP Program Application
- Agency Budget-Revenue Form
- Agency Budget-Expenses Form
- Corporate Documentation as needed (**one copy only**)
- Board of Directors Roster

CORPORATE DOCUMENTATION to be included with the Application (**ONLY** for groups not currently under contract with the City or for groups currently funded who are submitting changes/updates to corporate documents).

Submit *one copy* of the following documents:

1. Articles of Incorporation
2. Corporate By-Laws
3. A roster of the current board of directors (form included in Appendix)
4. Corporate Organizational Chart
5. Federal Tax Exemption determination letter
6. State Sales Tax Exemption Status Letter with Tax Exempt number indicated
7. Accounting policies and procedures

NOTE: This information is necessary for evaluation by CDGA and the City Comptroller of the ability of the City of Milwaukee to enter into a contract with the applicant.

If your Application is funded, some additional Financial documents will be required to execute a Contract between the City of Milwaukee and your organization.

Proposals may be hand delivered or mailed. **Faxed, electronic and incomplete applications will not be accepted.** All proposals which are received after the closing date of **Friday, October 13, 2017** will not be reviewed and will be returned to the applicant. **Do not ask, as no exceptions will be granted.**

**COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM
YEAR 2017 REQUEST FOR PROPOSALS**

APPLICATION PROCEDURES

As designated by the Community and Economic Development Committee of the Milwaukee Common Council, service providers for Funding Year 2017 **must meet the following legal requirements:**

- A municipal governmental agency; *or*
- A nonprofit organization organized under Chapter 181 of the Wisconsin Statutes, qualified as a Section 501(c)(3) organization, ***at the time of grant application submission.***

In addition, all funded activities must be eligible and meet one of the three (3) National Objectives of the U.S. Department of Housing & Urban Development (HUD):

- Principally benefits low/moderate income persons
- Prevents or eliminates slum or blight
- Addresses an urgent need or problem in the community (e.g., natural disaster)

Due to the high demand for services, all activities will be conducted in the CDBG Target Area. ***(See Maps in Appendix).***

The date of issue for this RFP is Friday September 29, 2017. All proposals and supporting documents must be complete upon initial submission, and must be typed ---- **NO HANDWRITTEN, ELECTRONIC, FAXED OR INCOMPLETE APPLICATIONS WILL BE ACCEPTED.**

Completed proposals and required attachments must be received at the Community Development Grants Administration office no later than 4:00 pm on Friday, October 13, 2017

No extensions will be granted.

Submit 1 original and 5 copies to:

Mr. Steven L. Mahan, Director
Community Development Grants Administration
City Hall, Room 606
200 East Wells Street
Milwaukee, Wisconsin 53202

Questions may be directed to the office of Community Development Grants Administration at (414) 286-3647.

APPLICATION PROCEDURES CONT'D

- Follow the prescribed format for Application preparation closely. Present information in the order indicated. Submit all requested information or indicate not applicable (N/A), where appropriate.
- Do not submit materials other than those specifically requested. Letters of Support and Appendices submitted under separate cover will be discarded.
- If you decide to replicate the application, make certain it is consistent in all respects with the Community Block Grant Application.

NOTICES

The City of Milwaukee reserves the right to reject all proposals. Contract awards based on submitted proposals shall further be subject to receipt by the City of Milwaukee of sufficient community development entitlement funds from the U.S. Dept. of Housing and Urban Development. Should the availability of federal funds for this RFP be reduced, the City's Community & Economic Development Committee can modify and reduce either the subrecipient's award and/or the program year or both. In the event of such a modification or reduction, the subrecipient shall be notified in advance of the pending Community & Economic Development Committee meeting where such action shall take place.

All materials submitted shall become public records retained by the City of Milwaukee, with the following exceptions: late and/or incomplete applications or requests for funding for projects that are not a part of this solicitation, will be returned to the applicant without further review, and materials not requested as part of the application packet will be discarded.

If Applicant makes a false statement or misrepresentation in this Application to obtain Federal funds and funds are awarded, the funds and contract will be in default and the City may declare all of any part of the funds paid out immediately due and repayable to the City and the contract voided.

FUNDING DECISION

The actual decision to award funds is considered first by the City of Milwaukee Community and Economic Development Committee and forwarded to the Common Council and Mayor for final review and approval before the final submission to HUD. Funding recommendations by the CDGA staff are advisory to the Community and Economic Development Committee. Applicants that are not recommended for funding, will be notified by mail.

In addition, the Community and Economic Development Committee may designate a non-profit agency to act as a subrecipient in any manner it deems appropriate to carry out an eligible activity, per HUD Regulations 24CFR 570.200(f); 24 CFR Part 85; OMB Circular A-110.

Program Definitions

1. **CDGA** - Community Development Grants Administration
2. **Outcomes** - are the benefits derived from program activities. Typical examples:
 - After School Recreation - participating youth improve in school and reduce their involvement with the criminal justice system.
3. **Outcome Measurements** are the specific items of information that track a program's success on outcomes. They describe observable, measurable characteristics or changes that represent achievement of an outcome.
4. **Short Term Outcomes** - are benefits derived from program activities that can usually be observed within a one year period.
5. **Mid Term Outcomes** - are benefits derived from program activities that usually occur within two - three years.
6. **Long Term Outcomes** - are benefits derived from program activities that are more global in scope and impact and are usually observable within three - five years.

Most planning groups reported that their neighborhoods would experience these long term outcomes as a result of the expenditure of Federal funds. These outcomes are:

- Reduce Crime
- Increase Property Values
- Increase Economic Vitality (Jobs & Businesses)
- Improve Neighborhood Quality of Life

All proposals for funding in 2017 will be required to show how their activities and their short and mid-term outcomes will eventually lead to the above noted long term outcomes.

YEAR 2017 FUNDING APPLICATION FOR YOUTH SERVICES

Each of the following items is required as part of your application for funding:

Request for Proposals for Youth Services.....Pages 9-12

Application Executive Summary & Year 2017 Application.....Pages 13-22

Agency Budget Forms: Revenue and Expenses.....Pages 23-24

Agency Board Roster.....Page 25

NOTE: You must use the application which starts on page 13 to respond to the narrative information as listed on the RFP.

Year 2017

**Milwaukee Youth Council
REQUEST FOR PROPOSALS**

HUD CATEGORY: YOUTH SERVICES

YOUTH SERVICES

Total Available: \$99,845
(CDBG Funds)

Key Activities – Program Description:

To provide programming that will increase access to employment opportunities for youth ages **14-24 years of age**. All programs must be available to youth in the CDBG target areas. *(See maps in Appendix).*

Licensed group homes and community based residential facilities are ineligible to apply.

Funding Guidelines: Minimum bid amount: \$15,000

Note: No fees shall be charged to low-income youth for the CDBG-funded portion of the activities.

Eligible Activities:

Youth Employment

Programs that are geared towards job training and job placement. The program must impart specific and marketable skills to recipients. This could include resume writing, interview preparation and job search/placement assistance. The program might also offer job-specific skill development such as green jobs or administrative skills through classes, internships or apprenticeships.

At-Risk Youth

Programs that provide at-risk youth with services addressing homelessness, mental health, human trafficking and driver's license recovery.

Civic Engagement

Programs that provide but are not limited to promoting volunteerism, providing access to membership groups or associations, forums for community problem solving and youth community organizing.

APPLICATION PROGRAM NARRATIVE:

Utilizing the enclosed application, which conforms to the following outline, describe the following:

PART I – PROGRAM DESIGN SPECIFICATIONS

1. **Households/Clients Served:** a) Describe the specific target youth population to be served, including target low income level persons; b) Specify the proposed number of youth to receive direct services by your program.
2. **Outreach:** Describe in a narrative, your agency's outreach and all of the methods that will be used to inform eligible youth about your program.
3. **Activity: Describe the following:**
 - a) The specific activity to be performed; and the **timetable** for performing the activity.
 - b) Specify the facilities to be used to conduct the activity (include address of location if applicable).
 - c) Indicate collaborations with existing youth programs serving the same target population that will benefit from the activity.
4. Describe the **goals** of the program.
5. **Program Outcomes:**

Describe the expected long term outcomes (results, impact or change) expected to come about as a result of your program and which contribute to one or more of CDGA's stated outcomes which are:

1)Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and,4) Improve Quality of Life.

BUDGET

1. Include a proposed budget for your program utilizing the budget form which is enclosed. (see page 24).

PART II – EXPERIENCE

1. **Agency experience with activity:** Describe the specific experience that your agency has in providing the service for which funding is requested.
2. **Staff Expertise:** Describe your agency's specific staff experience in providing the service for which funding is requested. Include education, years of experience etc.
3. **Financial/Organizational/Administration:** Describe your agency's financial, organizational, board and administrative structure.
4. **Accomplishments:**

Existing Agencies (Currently Funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

NOTE: If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide THIRD PARTY documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

New Groups (not currently funded by CDGA):

Summarize your performance during the past two years including stated goals and actual Accomplishments realized to date. **New groups must include THIRD PARTY documentation verifying the stated accomplishments.** This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

METHOD OF PAYMENT – Employment Services

Successful applicants will be awarded Pay-for-Performance Vendor Contracts for this activity and will be reimbursed as follows:

1. ***One-half*** of the allocated dollars will be available to the agency for administrative costs incurred throughout the program year to operate the program.
2. The remaining **50%** of funds will be reimbursed only upon a successful job placement and/or successful internship or apprenticeship position.

COMMUNITY DEVELOPMENT GRANTS ADMINISTRATION
APPLICATION EXECUTIVE SUMMARY – FUNDING YEAR 2017

Milwaukee Youth Council – Youth Services Proposal
Total Funds Available: \$99,845

Total Amount Requested (CDBG FUNDS) \$ 15,000

(Note: Minimum Allocation is \$15,000)

Applicant Organization Name: United Community Center, Inc.

Organization Address: 1028 S. 9th St. City: Milwaukee Zip: 53204

Contact Person: Tim Balke Title Director of Youth & Precollege Programs

Contact Person's
Telephone Number: 414-389-3885 Fax Number: 414-645-0165

E-Mail Address: tbalke@unitedcc.org

Is applicant a 501 (C)(3) organization? Yes No

Is applicant a faith-based organization? Yes No

Federal Employer Identification Number 39-1146191

Executive Director: Ricardo Diaz Phone Number 414-389-5111

Board President: José A. Olivieri Phone Number 414-271-6560

Proposal submission(s) must be authorized and signed by an official of the Board of Directors.

Name and title of Board Official: José A. Olivieri, President

Signature of Board Official: 

NOTICE:

A false statement or misrepresentation in the proposal to obtain grant funds and if funds are awarded, the funds and contract will be in default and the City may declare all of any part of the funds paid out immediately due and repayable to the City and the contract voided.

PART 1: PROGRAM DESIGN & SPECIFICATIONS

If you need more space in any section, you may attach additional pages

1) HOUSEHOLDS/CLIENTS SERVED

a) Describe the specific target population to be served, including target low income level and special needs populations, as applicable.

The United Community Center (UCC), founded in 1970 as a youth development agency, proposes to serve 175 youth targeting employment skills development and civic engagement. The specific target population is youth ages 14-21 residing primarily within CDBG Target Area NRSA 2. The population served will be at least 90 percent Latino and over 75 percent low-income. Many of the youth come from families reflected in recently unveiled data that shows that half of Milwaukee's Latino males and 62 percent Latino females earn under \$25,000 a year (UWM's Center for Economic Development's "Latino Milwaukee: A Statistical Portrait."

On average, 97% of the youth are Latino and 78% qualify for Free and Reduced lunch. Over 40% of their parents have only a middle school education and one third speak only Spanish. Many of the students in the program are the first in their families to have college aspirations. With their parents having limited education, children are unable to rely on their parent's guidance with academics, high school selection, career exploration, and entrance in to higher/technical education. Parents often do not have the financial means to support their child's educational and career aspirations. Due to their socioeconomic backgrounds, these youth are at high risk of academic and social failure from dropping out of school and/or engaging in delinquent behaviors. They represent the largest growing Milwaukee population, Latinos and are tomorrow's local workforce. What they lack in economic resources and family members with educational and career credential attainment, they make up for in their "can do" attitude.

b) Specify the total number of youth to receive direct services by your program.

The program will serve 175 youth ages 14-21 within UCC's Youth Volunteer Corps (YVC). Additionally, 8-12 youth leaders from UCC's Abriendo Puertas program serve as youth leaders to 350 children ages 6-12 in UCC's summer enrichment program.

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:

2) OUTREACH:

a) Describe in a narrative, your agency's outreach and all of the methods that will be used to inform youth about your program.

Low-income youth need employment opportunities to develop career skills and support educational pursuits, while increasing social/emotional skills for life success. UCC will conduct outreach to youth and their families within the themes of Youth Employment and Civic Engagement, aligned with the intent of this grant funding.

UCC reaches approximately 2,000 youth ages 3-21 on a daily basis. They come for educational activities at UCC, including after school/athletics/precollege services through our Teen Center. Youth from schools on UCC's campus are required to attend these programs, meaning a large pool of participants are readily available.

With a campus spanning 12 city blocks, flyers with information on the program are placed in literature racks in strategic locations throughout the campus. The program is publicized in the UCC quarterly calendar, mailed to more than 5,000 households on the near south side. The program also receives referrals from neighborhood schools, community-based organizations, faith communities, businesses, law enforcement agencies, and government providers.

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:

Describe in detail ALL OF THE FOLLOWING:

3) The specific ACTIVITY to be performed: UCC is dedicated to building and sustaining the community through programs rooted in the traditional values of hard work, perseverance, educational advancement, and personal betterment. Two such programs encompass UCC's youth services: Youth Volunteer Corps (YVC) and Abriendo Puertas (Opening Doors). Launched in 2006, YVC started with 30 teens. The YVC program now provides approximately 175 predominantly low-income youth with valuable opportunities to develop job readiness, leadership, and mentoring skills. Abriendo Puertas, launched in 2012, serves mostly first-generation pre-college and college youth. **Youth within YVC and 8-12 youth from the Abriendo Puertas program will engage in activities that lead to marketable skill development and job readiness, as well as civic engagement and character development. See Attachment A for a list of specific activities to be performed.**

4) The GOALS of the program: It is UCC's ambition to curb the cycle of underachievement and poverty among Latinos and pave the way for Latino self-sufficiency by investing in the education and development of Latino youth. The goals of the program are to prepare Milwaukee's Latino youth for post-secondary education and position them for career success and family sustaining wages.

5) Outcomes: Describe the expected outcomes, (results, impact or change) expected to come about as a result of your program and describe how these contribute to one or more of CDGA's long term outcomes which are: 1) Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, 4) Improve Quality of Life: Expected outcomes consist of growth in numerous areas, including 1) character development; 2) job readiness; 3) learning how to communicate marketable skills; 4) civic engagement and teamwork skills, and 5) future planning and career preparation. Another long-term outcome is to increase college retention and persistence among low-income, first generation, minority undergraduates in higher education institutions. To measure program impact, youth will be surveyed when they begin receiving services and surveyed again at the end of each school year. Surveys will be aimed at capturing the youth's progress and challenges and to document employment-related activities and experiences. Additional measures include: 1) student attendance records; 2) standardized test scores/student promotion records/teacher observations; 3) participation records from activities; 4) activity surveys; and 5) high school graduation and college entrance records. Impact or change is expected in several of CDGA's long-term outcomes as noted below. .

Character development, civic engagement, and teamwork skills measures:

- 93% of participant youth will have 90% school attendance or better, exhibiting responsibility and accountability and avoiding delinquent behavior. **REDUCE CRIME**
- 70% of high school participants will engage in service learning through the UCC Youth Volunteer Corps to gain teamwork skills while enhancing their civic engagement and refraining from negative behaviors that lead to crim. **REDUCE CRIME and IMPROVE QUALITY OF LIFE**
- 90% of middle and high school participants will report being able to resist peer pressure to do things they didn't want to do as part of their character involvement and civic engagement. **REDUCE CRIME and IMPROVE QUALITY OF LIFE**

Career Preparation measures:

- 100% of youth will be encouraged to build a "My Marketable Skills" list. **INCREASE ECONOMIC VITALITY and IMPROVE QUALITY OF LIFE**
- 90% of participant youth will be promoted on-time to the next grade level. **IMPROVE QUALITY OF LIFE**
- 90% of High School Senior participants will graduate high school. **REDUCE CRIME and INCREASE ECONOMIC VITALITY**
- 70% of High School youth will participate in workshops related to resume writing, interview preparation, job search tools and methods, and a marketable skills "elevator speech." **INCREASE ECONOMIC VITALITY**

BUDGET & RESOURCES LEVERAGED

**Include a proposed budget for your program utilizing the enclosed budget forms.
The budget forms are on pages 23-24.**

- Personnel - \$38,220 – Youth Volunteer Corps Coordinator for summer coordination of the YVC placements; specific youth positions:
 - College students – 17 positions x \$12/hr x 25 hrs/wk x 5 wks = \$25,500
 - High School Students – 10 positions x \$7.50/hr x 16 hrs/wk x 5 wks = \$6,000
 - Earn & Learn Students (In-kind) - \$6,720
 - Other Expenses - \$8,750 – Transportation & Parking fees: Group busing for college visits to local and out-of-area colleges including Carroll University, Marquette University, UW-Milwaukee, UW-Madison, and UW-Parkside. Includes group busing for career visits to companies such as HUSCO International, Rockwell Automation, Johnson Controls, Harley-Davidson and BMO Harris. Local buses are estimated at \$250 per trip. One bus is used for each trip reaching about 50 students per activity.
 - Other Expenses - \$4,935 – Supplies/Ticket Entrance Fees/T-shirts/Uniforms: Craft supplies, fees to area attractions and enrichment activities (i.e. Summerfest, public pools, nature center), Group Leader and YVC T-shirts.
- Funds for the program are derived from the United, and grants from private sources including Greater Milwaukee Foundation and Einhorn Family Foundation, and individual contributions. Earn & Learn provides In-kind support. CDBG Youth Services Funds will support activities not covered by other financial resources.
- With about 250 students served by the program, the CDBG investment is \$60/student.

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:

PART 2: EXPERIENCE

1. AGENCY EXPERIENCE:

Describe your agency's specific experience in providing the service for which funding is requested:

UCC has a 47 year history showing its deep commitment to the cradle to career education initiatives for Latino children living in Milwaukee's poverty-ridden near south side. UCC's programming has a long and proven history of working to meet the needs of at-risk youth through education; youth enrichment; prevention of unhealthy behaviors, such as teen violence, substance abuse, sexual risk taking; service learning, leadership building, recreational opportunities, crime reduction strategies, and more.

UCC has received many awards for its competency and commitment to assisting Latino youth, including recognition as Charter School of the Year by the Wisconsin Charter School Association; Friend of Education through the Wisconsin Department of Public Instruction; Affiliate of the Year by the National Council of La Raza; as well as a Fiscal Integrity and Accountability award through the Helen Bader Institute for Nonprofit Management. UCC has been recognized by United Way for services for at-risk youth and Safe & Sound for providing a safe place for youth and Safe Night activities.

What is more important than awards and recognition is individual success stories of the youth we serve. In an urban, low-income, gang-ridden environment where a majority of Latino students fail to stay in school, youth we serve have demonstrated tremendous success. 95% of our students graduate high school with over 70% enrolling in higher education. UCC's educational ventures have even helped low-income Latino students gain full academic scholarships to and successfully graduate from top universities.

Blanca Sierra is just one alumni among many who have benefitted from UCC's youth services. As a young child, Blanca's parents enrolled her and her four older siblings at UCC's K-8 primary school. Blanca excelled at school, went on to attend Dominican High School, and ultimately enrolled at Alverno College, staying engaged with UCC along the way. Starting at age 14, she spent eight years volunteering at UCC. When she entered college, she also enrolled in UCC's pre-college program. Bianca shared, "This pre college program had a big impact on my life and the lives of my classmates...UCC's programs filled the gap, and I was able to succeed." Blanca graduated from Alverno in December of 2014 with a degree in accounting. After interning at Northwestern Mutual during college, she is now working fulltime as a Mutual Fund Accounting Analyst. ***See Attachment B for specific examples of UCC's relevant agency experience.***

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(For CDGA Use Only)

Comments:

2. STAFF EXPERTISE:

Describe your agency's specific staff experience in providing the service for which funding is requested. (Include education, years of experience etc.)

Mr. Tim Balke, Director of Youth Programs, has been in his current position for 4 years and is responsible for administering the program and supervision of program staff. He started his career at UCC as the Program Coordinator for a federally funded Youth Empowered to Succeed program and has actively worked with neighborhood youth for nearly 10 years at the UCC. Mr. Balke has a Bachelor's degree in Psychology with Adolescent Emphasis from Edgewood College.

Ms. Claudia Rivera, Assistant Director of Youth Programs, has been in this role since 2016. She is responsible for program development and implementation of the Youth Volunteer Corps (YVC) and Abriendo Puertas college persistence programming. Ms. Rivera has a Bachelor's degree in Communication Studies from the University of Wisconsin-Oshkosh. Prior to her employment at the UCC, she served as a Peer Advisor for UW-Oshkosh's Undergraduate Academic Resource Center where she mentored college students and assisted them choose which classes to take. Ms. Rivera is both bilingual and bicultural.

Mr. Raymond Rivera, Project Coordinator, is responsible for day-to-day program facilitation. Mr. Rivera has been a UCC Youth Development Coordinator for over a decade. Previous to this position he worked for Milwaukee Public Schools. He has extensive experience in working with at-risk students, drug and alcohol counseling, mentoring, community outreach, facilitating youth groups, and public speaking. Mr. Rivera is bilingual and bicultural.

In addition, all UCC Youth program and teaching staff are regularly provided high quality professional development opportunities, including attending state and national conferences related to their areas of work. Teachers who provide after school academic assistance and tutoring are State licensed educators.

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(For CDGA Use Only)

Comments:

3. FINANCIAL/ORGANIZATIONAL/BOARD & ADMINISTRATIVE STRUCTURE

Describe all of the following about your agency:

a. Financial structure:

UCC operates under general accounting principles as described in the "Financial Procedures Manual." Led by the Deputy Director, the agency's finance department contains seven personnel dedicated to accounting functions, plus Human Resources personnel responsible for payroll. The Finance & Audit Committee of the Board of Directors, consisting of Board Members and community representatives with financial expertise (lending, trusts, small business owners, etc.), meets monthly. The Committee reviews agency financial documents, addresses policy matters, suggests improvements in accounting controls and practices, and is responsible for the fiscal integrity of the agency.

UCC engages the services of an independent auditor to assure that the fiscal integrity of the agency is maintained. The organization has received no negative comments during financial audits over the last 25 years. The independent auditor makes a presentation of findings to the Finance Committee of the Board of Directors. The Committee also meets with the auditor, outside the presence of staff, to assure that findings are true and valid. The organization has raised and managed more than \$75 million in operational and programming monies and an additional \$30 million in capital funds. The agency has developed a balanced budget built on conservative revenue projections and has consistently ended the year with a surplus.

b. Organizational & Administrative structure:

The United Community Center is directed by the nineteen member United Community Center Board of Directors and administered by Executive Director, Ricardo Diaz and Deputy Director, Juan Ruiz. The UCC Board of Directors includes the Board President, Vice President, Secretary, Treasurer, UCC Executive Director, UCC deputy Director, and twenty members.

c. Board structure:

Regular board meetings are held ten times during the year. The Board is also divided into five committees, Education, Finance & Audit, Program, Development, and Personnel. The Education committee of the Board guides all educational programming. The Executive Director and Board of Directors alike are solidly committed to the realization of the agency's goals. They have been involved in raising funds to support all of the programs, schools and in providing state-of-the-art facilities. In addition to expansion efforts, the Board has commissioned analyses of programs, test results and educational plans. Program improvements such as the upgrading of the reading, math and science programs, addition of cultural arts and intergenerational activities, and transitional services have resulted from these analyses.

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:

4. ACCOMPLISHMENTS

A) Existing Agencies (Currently Funded by CDGA):

Please summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

NOTE: If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide THIRD PARTY documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

Program Goals	Measure	2016-2017
Promoting Academic Achievement	Youth from Grades 1-8 who received daily tutoring	200 students
	Youth who are on track for being promoted to the next grade level	99% 198 students
Career Preparation	High school youth who received Pre-College Services	225 students
	Youth who graduated high school successfully	94% 47/50 students
	Participant seniors who enrolled in 2-4 year higher education institutes	93% 44/47 students For the 3 students who are not enrolled in higher education; 2 are in the workforce and 1 has joined the Navy.
Developing Life Skills	Youth from Grades 1-8 who participated in Summer Enrichment Services (leadership, community engagement, crime prevention, school engagement)	386 students from Grades 1-8 participated in the 2017 Summer Enrichment Program.
Civic Engagement	Youth Volunteer Corps students served their community and many served successfully as youth leaders to younger students.	170 Youth Volunteer Corps students 120 Hours served by each student = 20,400 total hours 700 Children served by Youth Volunteer Corps students

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:

REVIEWER'S SUMMARY

NOTES:

AGENCY BUDGET: EXPENSES

Organization: United Community Center

Program Name: Youth Services

Show a proposed budget for the program for which you are applying. Include all committed and pending funds for your program.

CATEGORY	Requested CDBG Funds	Committed Funds (list source)	Pending Funds (list source)
Personnel	\$15,000	\$23,220 (Earn and Learn, Greater Milw Fdn, Einhorn Fdn)	
Fringe Benefits	-	-	-
Occupancy/Utilities	-	-	-
General Services (training, travel, printing, advertising, memberships)	-	-	-
Supplies (office products, postage, computer and cleaning supplies, etc.)	-	-	-
Contractual Services (accounting, legal, consulting, insurance)	-	-	-
Equipment(Purchase/Rental)	-	-	-
Other Costs (Transportation, Parking fees, Ticket Entrance Fees, T-shirts/uniforms)	-	\$13,685 (United Way, Contributions)	-
TOTAL COSTS	\$15,000	\$36,905	

TOTAL AGENCY BUDGET: REVENUE
(inclusive of **all** programs operated by your agency)

Organization United Community Center

Show a three year history of **actual revenue** received by your agency for the three year period shown. If more space is needed continue with another page.

CATEGORY	2015	2016	2017
Government Grants (list sources)			
A. City of Milwaukee	\$82,500	\$124,420	\$114,375
B. Milwaukee County	\$3,884,189	\$3,816,354	\$4,032,89
C. State of WI	\$1,745,805	\$2,028,808	\$1,016,742
D. Federal	\$220,842	\$220,842	\$1,494,845
Subtotal	\$5,933,336	\$6,190,424	\$6,658,751
Foundation Grants (list sources)			
A.			
B.			
C.			
D.			
Subtotal			
Other Revenue (list sources)			
A. Private Grants	\$10,389,065	\$11,560,431	\$12,480,955
B. Service Sales	\$1,266,675	\$1,146,300	\$1,221,300
C. Other Revenue	\$1,033,825	\$862,500	\$1,077,900
D. United Way	\$755,407	\$755,407	\$726,598
Subtotal	\$13,444,972	\$14,342,638	\$15,506,598
TOTAL REVENUE	\$19,378,308	\$20,533,062	\$22,165,504

**Board of Directors Roster for Agencies with Grants Administered
by Community Development Grants Administration**

Organization Name: United Community Center

Organization DUNS Number: #098547185

Date Completed: October 12, 2017

Program Year: 2017

NAME & TITLE	RACE	ADDRESS-INCLUDE CITY, STATE & ZIP	TERM EXPIRATION
NAME: Jose Olivieri TITLE: Board President	Hispanic	100, E Wisconsin Ave Suite 3300 Milwaukee, WI 53202	Open
NAME: Mary Alice Tierney TITLE: Vice President	White	100 Manpower Place Milwaukee, WI 53212	Open
NAME: Patricia Cadornin TITLE: Secretary	White	770 North Water St Milwaukee, WI 53202	Open
NAME: William Schwartz TITLE: Treasurer	Hispanic	N 16 W23217 Stone Ridge Dr Suite 120 Waukesha, WI 53188	Open
NAME: Keith Kolbe TITLE: Assistant Treasurer	White	777 East Wisconsin Ave Milwaukee, WI 53202-0672	Open
NAME: Michael Byrnes TITLE: Community Volunteer	White	1201 South Second Street Milwaukee, WI 53204	Open
NAME: Peter Coffey TITLE: Community Volunteer	White	100 East Wisconsin Ave Milwaukee, WI 53202-4108	Open
NAME: Maclovio Vega TITLE: Community Volunteer	Hispanic	611 East Wisconsin Ave Suite 100 Milwaukee, WI 53202	Open

NAME: Honorable Pedro Colon TITLE: Community Volunteer	Hispanic	100 East Wisconsin Ave Milwaukee, WI 53202	Open
NAME: Cathy Ebacher TITLE: Community Volunteer	White	5757 North Green Bay Ave Glendale, WI 53209-4408	Open
NAME: Rev. Jaime Davilla TITLE: Community Volunteer	Hispanic	1540 South 30 th Street Milwaukee, WI 53215	Open
NAME: Thomas Ellis TITLE: Community Volunteer	White	6034 N Kent Ave Milwaukee, WI 53217	Open
NAME: Andy Fleckenstein TITLE: Community Volunteer	White	N 87 W 27165 Perennial Terrace Hartland WI 53029	Open
NAME: Cristy Garcia-Thomas TITLE: Community Volunteer	Hispanic	750 W Virginia St Milwaukee, WI 53204	Open
NAME: Chris Goller TITLE: Community Volunteer	White	411 East Wisconsin Ave Suite 1400 Milwaukee, WI 53202	Open
NAME: Mark Koczela TITLE: Community Volunteer	White	3657 N Lake Dr Shorewood, WI 53211	Open
NAME: Susan Martin TITLE: Community Volunteer	White	231 West Michigan St Room P444 Milwaukee, WI 53202	Open
NAME: Amelia Macareno TITLE: Community Volunteer	Hispanic	11111 N Port Washington Rd Mequon, WI 53092	Open

NAME: Agustin Ramirez TITLE: Community Volunteer	Hispanic	2239 Pewaukee Rd Waukesha, WI 53187-257	Open
NAME: Patricia Whaley TITLE: Community Volunteer	White	247 Freshwater Way Suite 300 Milwaukee, WI 53204	Open
NAME: Mary Beth Berkes TITLE: Community Volunteer	White	2642 E Shorewood Blvd Shorewood, WI 53211	Open
NAME: Raquel Filmanowicz TITLE: Community Volunteer	Hispanic	770 N Water St Milwaukee, WI 53202	Open
NAME: Jose Vasquez TITLE: Community Volunteer	Hispanic	1727 S 9 th St Milwaukee, WI 53204	Open
NAME: Felipe Muzquiz TITLE: Community Volunteer	Hispanic	507 E Michigan St Milwaukee, WI 53202	Open
NAME: Ricardo Diaz TITLE: Community Volunteer	Hispanic	1028 S 9 th St Milwaukee, WI 53204	Open
NAME: Juan Ruiz TITLE: Community Volunteer	Hispanic	1028 S 9 th St Milwaukee, WI 53204	Open

The Slate of Officers of the Board Shall Commence on January 30, 2017 and End on January 1, 2018

NOTE: THIS FORM MUST BE SUBMITTED WHENEVER THERE ARE BOARD CHANGES.

ATTACHMENT A: Specific Activities to be Performed

Based on school-grade and age-appropriateness, youth participants will engage in the following activities:

Youth Employment & Career Preparation Activities	Character Development, Civic Engagement, & Teamwork Activities
<ul style="list-style-type: none"> ● Interview and Resume Writing Workshop ● Mentorship/networking opportunities: Working professionals from more than 60 corporate partners and organizations volunteer 60-90 minutes of their time to speak with high school students about their career field. Examples include representatives from Quad Graphics, Carroll University, BMO Harris, Rockwell Automation, Robert W. Baird & Co., Inc., Marquette University, and Johnson Controls. ● ACT Prep classes: Classes: 4-5 classes cover pre-and-post testing and each class lasts approximately 4 hours. ● College visits: Visits include campuses such as Columbia College (Chicago); Concordia; Cardinal Stritch; Universities of Wisconsin - Madison, Waukesha, Whitewater, and Milwaukee; and Milwaukee Area Technical College. ● College Knowledge Workshops: Students participate in workshops throughout the summer with topics including: public speaking 101, application/essay/resume writing, scholarships and financial aid for college, and safe/best practices of college culture. ● HPGM Conexiones Event: Hispanic Professionals of Greater Milwaukee (HPGM) gather and network with to benefit from breakout sessions, such as Mapping Your Career on Personal Strengths, Goal Setting, and Mental Health in the Workplace. ● Professional Development Night: Youth meet with representatives from multiple universities. Topics related to networking, resume building, and personal branding were presented. ● Internship event: A panel discussion and networking event that includes students from all HPGM college chapters and corporate recruiters. Students learned about available internship opportunities at various corporate employers, as well as the strategic use of internships. 	<ul style="list-style-type: none"> ● Counseling and support: Student cohorts receive academic, financial, and career counselling, as well as personal support through one-on-one meetings as well as phone contact and electronic communication. ● Soft Skills/Business Culture Seminars: Seminars help youth set goals and develop professional skills necessary to secure and maintain employment. Topics include resiliency and self-advocacy, organization, time management, written and verbal communication, and professional etiquette are covered through these seminars. ● Out-of-school experiential learning opportunities: Identification, application, and participation in activities such as academic camps and the opportunity to experience "dorm life" on college campuses. ● Hands-on Workshops: youth are invited to Kickboxing/Fitness Life Skills, Life Changers (promoting anti-drug and anti-violence strategies), science experiments, and a cooking club to teach kids how to make their own healthy snacks. ● Professional Dining Etiquette Event: this event includes a 3-course meal, soft skill development such as the importance of a proper handshake, body language, appropriate attire, eye contact, cell phone usage, follow-up thank you notes, etc. ● Credit Score and FAFSA Workshop: youth learn about the importance of a credit score, tips to maintain good credit and changes to FAFSA including student loans.

Attachment B: Youth Employment and Civic Engagement Project and Program Examples

Following are examples of United Community Center's relevant experience:

1) Achievers Academy Program was established in 2004 to assist low-income Latino students succeed in high school and enroll in higher education. The program guides UCC's Bruce Guadalupe Community School (BGCS) students and BGCS graduates from middle school through high school and college; provides the academic, social, and emotional support they need to graduate; assists them explore career options; and provides support with the higher education testing and enrollment process (including securing financial aid and scholarships). The program has maintained a high school graduation rate of over 90% in recent years. Additionally, the higher education/technical school/other education enrollment rate has reached more than 70%.

2) Youth Empowered to Succeed: UCC and Marquette University partnered to work with minority youth who have high health risks as part of the Youth Empowerment Program, funded by the US Department of Health and Human Services' Office of Minority Health. The program funded, "Youth Empowered to Succeed," developed more focused students, more engaged in their community, and more resilient in their ability to resist negative influences. One of the most significant outcomes in this partnership was in the area of health and wellness.

3) ALMA –Crafting Community One Cup at a Time: Middle school youth explored how coffee plays a role in shaping our communities through international coffee trade (especially in Latin America) and coffee culture. Students explored these connections through project-based curriculum that bridged language arts, math and visual arts and culminated in final ceramic artworks. Students discussed an initial definition for "community" and then stretched this definition by exploring their understanding of the urban communities they live in and the rural communities coffee growers inhabit. Youth completed questions with their families, including; "What kind of cultural traditions do you or your family have with coffee?" Youth engaged in an open discussion on fair trade, informed by a PowerPoint presentation on the history of coffee trade, and statistics on the import and export of coffee as a cash crop.

4) PASOS: UCC is partnering with Carroll University for PASOS (Preparing and Advancing Students for Opportunities in Science), a groundbreaking program. PASOS started in 2014. The program prepares Latino youth for careers in health and medical sciences – specifically nursing, physical therapy and the physician assistant field. Select eighth graders receive early-acceptance and direct admission to Carroll University to study health and medical sciences once they graduate high school. The program begins in eighth grade, with Carroll staff and students exposing students to potential careers. Students are then invited to apply, with up to ten spaces available each year. Once students move on to high school, UCC's Pre-College Program will track the students' progress and administer PASOS activities with Carroll.

5) Abriendo Puertas: Once students graduate high school and enroll in college, they become part of the Abriendo Puertas (Opening Doors) program. UCC continues to support students until they reach their goals. The Abriendo Puertas program supports undergraduate students from traditionally underserved backgrounds to remain in, persist through, and graduate from college through case management, professional development training, workshops, and networking opportunities. UCC partners with the Hispanic Professionals of Greater Milwaukee (HPGM) for many aspects of the program. Members of HPGM mentor and provide valuable guidance to the students. The program has yielded success with initial college retention and persistence rates of over 90%, which is much higher than local and national minority student college retention and persistence rates.

APPENDIX

INCOME CHARACTERISTICS FOR PROGRAM PARTICIPANTS

Based on the Federal Income Guidelines below, the family size and income level of each beneficiary is determined by the number of members in the household and on the following chart:

(HUD 2017 Income Limits) Median Income \$72,400 (Milwaukee-Waukesha-West Allis MSA)

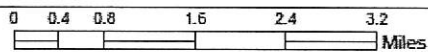
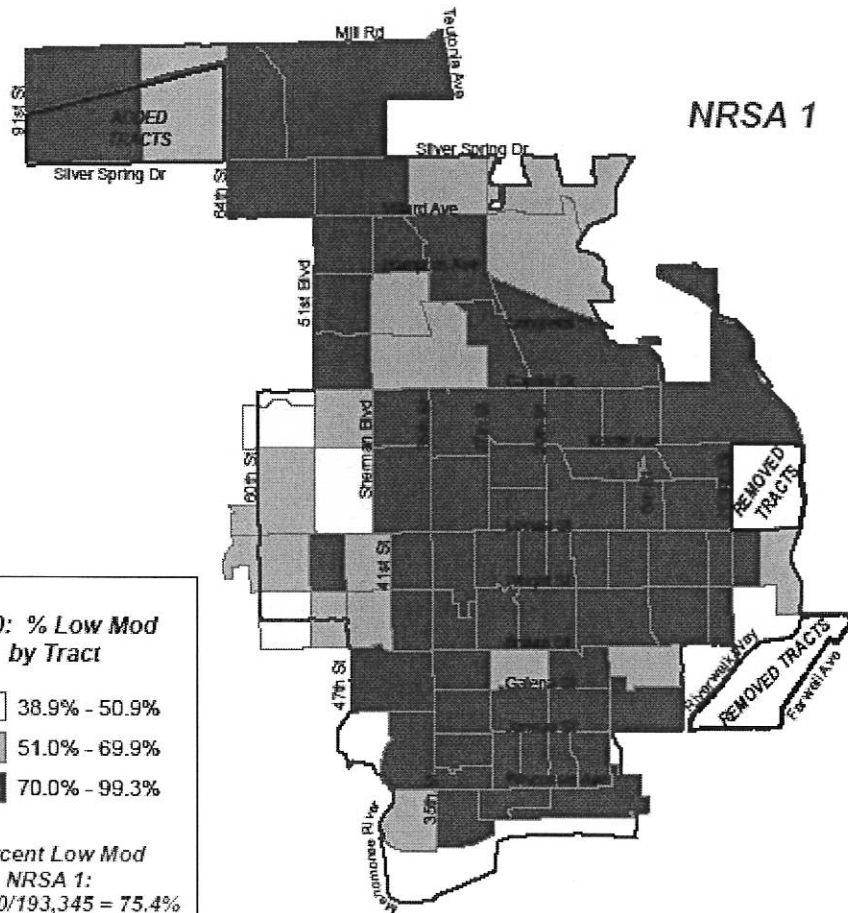
NUMBER IN HOUSEHOLD	EXTREMELY-LOW INCOME LEVEL	VERY-LOW INCOME LEVEL	LOW INCOME LEVEL	OVER INCOME LIMIT
1	≤ \$15,200	15,201 – 25,350	25,351 – 40,550	> 40,550
2	≤ \$17,400	17,401 – 29,000	29,001 – 46,350	> 46,350
3	≤ \$19,550	19,551 – 32,600	32,601 – 52,150	> 52,150
4	≤ \$21,700	21,701 – 36,200	36,201 – 57,900	> 57,900
5	≤ \$23,450	23,451 – 39,100	39,101 – 62,550	> 62,550
6	≤ \$25,200	25,201 – 42,000	42,001 – 67,200	> 67,200
7	≤ \$26,950	26,951 – 44,900	44,901 – 71,800	> 71,800
8	≤ \$28,650	28,651 – 47,800	47,801 – 76,450	> 76,450

DEFINITIONS:

- 1) Extremely Low Income Level. This income level is at or less than 30% of County Median Income.
- 2) Very Low Income Level. This income level is between 31% and 50% of County Median Income.
- 3) Low Income Level. This income level is between 51% and 80% of County Median Income.
- 4) Non Low Income Level – Above 80% of County Median Income.

CDBG TARGET AREAS

*City of Milwaukee - Community Development
Block Grants Administration:
Neighborhood Revitalization Strategy Area 1
Low Mod Data, 2010*






CDBG TARGET AREAS

*City of Milwaukee - Community Development
Block Grants Administration:
Neighborhood Revitalization Strategy Area 2
Low Mod Data, 2010*

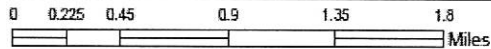
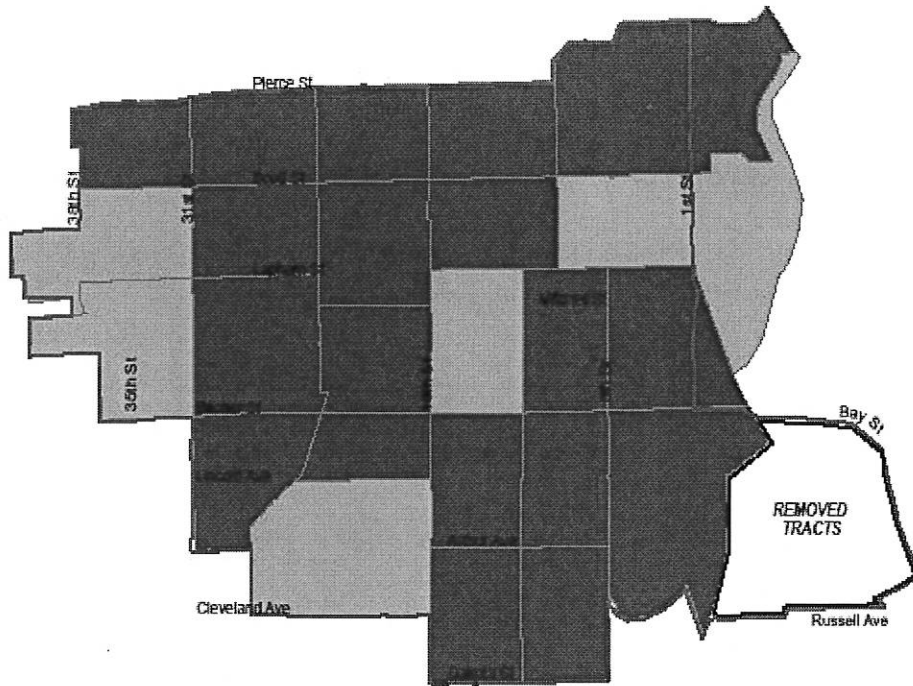
NRSA 2

**2010: % Low Mod
by Tract**

	38.9% - 50.9%
	51.0% - 69.9%
	70.0% - 99.3%

*Percent Low Mod
NRSA 2:
60,945/79,610 = 76.6%*

Source: Department of HUD



Conflict of Interest Regulations Applicable to CDBG and HOME Funding

Persons Covered

1. Employees of the City of Milwaukee
2. Employees of subrecipient organizations (including Board members)
3. Agents of the City
4. Consultants of the City
5. Officers of the City
6. Elected officials of the City
7. Appointed officials of the City
8. Designated public agencies of the City
9. State Recipients (HOME regulations)

No Persons (identified above)

- who exercise any functions or responsibilities with respect to CDBG or HOME activities, or
- who have exercised any functions or responsibilities with respect to CDBG or HOME activities, or
- who are in a position to participate in a decision making process, or
- who are in a position to gain inside information with regard to such activities

Prohibition

- may obtain a *financial interest* from a CDBG or HOME assisted activity, or
- obtain a *benefit* from a CDBG or HOME assisted activity, or
- have a *financial interest* in any contract, subcontract, or agreement with respect to a CDBG or HOME assisted activity, or with respect to the proceeds of the CDBG or HOME assisted activity
- either for themselves or
- those with whom they have business or immediate family ties,
- during their tenure or for one year thereafter.

Employees of both the City and Employees of Subrecipient Organizations that receive CDBG or HOME funds:

Before any employee who exercises or has exercised any functions or responsibilities with respect to CDBG or HOME activities, or who is in a position to participate in a decisionmaking process or gain inside information with regard to CDBG or HOME activities, is permitted to avail himself or herself of a financial interest or benefit from programs funded with those grants, or is permitted to enter into any contract or agreement relating to such activities, the City, on behalf of the employee, is required to first seek an exception to the conflict of interest regulations from HUD.

City Employees: Any City employee who exercises or has exercised any functions or responsibilities with respect to CDBG or HOME activities, or who is in a position to participate in a decisionmaking process or gain inside information with regard to CDBG or HOME activities, and who wishes to participate in a program funded with CDBG or HOME funds, should first seek a confidential advisory opinion from the Ethics Board. In order to seek an exception from the HUD conflict-of-interest regulations, an employee must provide an opinion of the City Attorney that the relationship at issue does not violate state or local law.

Any other City Employee described above whose position involves activities related to a grant-funded program in which he or she wishes to participate should seek a confidential advisory opinion from the Ethics Board *before* participating in the program.