Proposal for Emerging Opportunity Program
Spring 2015

Submit application to EOPapplications@cityofmadison.com

Deadline: 12:00 pm (noon) on Friday March 20, 2015
LATE APPLICATIONS WILL NOT BE ACCEPTED.

Please limit your proposal and responses to the form and space provided. Any materials submitted in addition to this application form will not be considered in the evaluation of the proposal. *Do not attempt to unlock or alter this form.*

If you need assistance with this proposal or are unclear about how to respond to any questions please contact CDD staff at 266-6520.

Agency or Group:	The River Food Pantry	Amount Requested:	$25,000
Title of Proposal:	The River Bakery Training Project		
Contact Person:	Jenny Czerkas		
Address:	2201 Darwin Rd, Madison, WI 53704	Telephone:	608 661-1224
E-Mail:	river@riverfoodpantry.org		
Is this Group a 501 (C) (3)?	Yes or No Yes		
Applicant Organization founded (Year):	2006		
Name of Fiscal Agent (if Applicable):			
Fiscal Agent Contact Person:			
Project Description: (Approx. 20 Words)	Train the un/underemployed as commercial baking, provide mentoring and job placement assistance.		

1. Emerging Need or Opportunity: *(5000 characters)* Please describe the emerging need or unanticipated opportunity that warrants City resources and attention at this time:

   The River Food Pantry has been growing in attendance every year since it was founded in 2006. In 2014, The River had 29,333 family visits, served 26,000 meals, and distributed 1.9 million pounds of food and $800,000 worth of clothing items. Attendance numbers are increasing even as more people are returning to work. 39% of families using The River have a head of household who is working and 30% of families are unemployed. The fact that so many families with employed heads of household are still in need of The River's services speaks to under-employment and loss of hope.

The 'Great Recession' may be officially over, but we have not experienced proof of that at The River Food Pantry. In fact, the number of needy households coming for food assistance continues to grow. We spoke with a typical pantry user last week. A married woman with children, 9 month old twins, a 2 year old and 4 year old. Her husband works two full time jobs and is still unable to support the family. She stays home to save money on child care. We see more and more underemployed households not able to get by each week. The River experienced a 7% increase in household visits in 2014.

In the fall of 2013, The River Bakery was developed as a way to empower clients from the food pantry to escape poverty and achieve self-sufficiency by providing job training and placement services from experienced, dedicated professionals in an industry where jobs pay a living wage and are plentiful in Madison. The training ends in a paid internship at The River Bakery or local partner restaurants, super markets, small or large bakeries. The keys to success are experienced trainers with community credibility and connections, state of the art facilities at the FEED Kitchens, one-on-one mentoring, successful job placement and performance.

In its inaugural year, the program served 24 trainees. 12 completed the program and nine of those were placed into bakery positions with area businesses. Last year, The River widened the candidate pool from just pantry clients to include other food pantries, FSET and the Dane County Jail. According to food service industry people, there is a large need for staffing in bakeries and restaurants. Long term unemployment, like that faced by many families using The River Food Pantry, is a serious impediment to re-employment. The same is true of incarceration. Jail and prison recidivism rates are difficult to lower without the hope ould provide.

2. Applicant Organization or Group: (*5000 Characters*) Please briefly describe the history and structure of your organization. Include information about staffing, your board and/or volunteers. Please describe any successes you have had in the areas of programming or the project described in this proposal.

The River Food Pantry, in its nine years of existence, has become an essential part of the Madison social safety net while serving 600 families each week with 37,000 pounds of food. The pantry also provides free clothing and household items as well as 3 community meals each week which serve 500 people. The River takes great care to preserve the dignity of those served by allowing shoppers to select their own food in a grocery store like atmosphere and allowing and encouraging pantry users to serve as volunteers.

Andy and Jenny Czerkas, Founders and Directors of The River Food Pantry, worked closely with Carmen Porco on the northside for over six years before starting the food pantry. During that time they volunteered regularly at the Packer Townhouses and Northport Apartments. The Czerkas' started monthly dinners, back-to-school events, Christmas gift programs and more. It was during that time, as they built relationships with the residents, that they learned how difficult it was for many to keep proper food on the table. Andy and Jenny started planning how to open a food pantry and meal site with free clothing in 2004.

The River Food Pantry currently has nine people on staff, The River Bakery program has two dedicated staff memebrs. The River has been involved in providing opportunities for success by hiring pantry clients and former volunteers from the Dane County Jail into staff positions. The pantry relies on generous volunteer support to carry out its programs. In 2014, volunteers registered over 42,000 hours. The executive board, comprised of nine representatives from area businesses, works closely with staff to provide the finest service possible to needy households in Dane County.

The River Food Pantry had a vision for several years to provide job training and employment to enable individuals and families to provide for themselves and to break a cycle of dependency on pantry resources. The River Bakery was created in October of 2013, with an innagural class of six. The training program has

been successful in its first year and a half, with 17 of 32 trainness securing employment following successful completion of the progmra.

The River Bakery had $40,000 in product sales in 2014, which covered approximately 30% of the cost of training. In 2015, the bakery projects approximately $78,000 in sales, leaving $39,000 of the burdget to be covered by grants. The bakery expects to become completely self sufficient in 2017, with bakery sales fundinging the training program.

The River has also established partnerships with the Dane County Jail Huber program and Forward Service Corporation to recruit trainees.

3. Intended Service Population: *(2500 characters)* Please describe the intended service population (e.g., where they are located, ages, ethnicities, income ranges, English language proficiency etc.).

   The job training candidate population comes from several sources: clients of The River Food Pantry, clients from other Madison area food pantries, referrals from the Dane County Jail Huber Program and referrals from the Forward Service Corporation.

   While The River does not track participant income, they all receive social and economic services reserved for low income people or are the incarcerated. The ethnicity, gender and age breakdown of program participants is as follows:

   *Ethnicity
   3% American Indian & Alaska Native
   0% Asian
   19% Black
   19% Hispanic or Latino origin
   0% Native Hawaiian & Other Pacific Islander
   3% Persons reporting two or more races
   56% White

   *Gender
   28% of Men Served
   72% of Women Served

   *Age Group
   0% Children (Birth-17 yrs)
   3% Young Adults (18-24 years)
   88% Adults (25-61 yrs)
   9% Senior Citizens (62 yrs+)

4. Innovation: *(5000 characters)* How does this proposal reflect a new or innovative approach to the stated problem?

   The River Bakery job training program's success is evidence that graduates can obtain a living wage job in as little as three months. The practical curriculum, developed by a Master Baker and instructor from Madison College, provides practical activities and theoretical concepts critical to being a successful commercial baker/food service worker. Each student, with personalized instruction, practices baking a variety of desserts and breads during the three month program, with 15 hours per week of hands-on training. Success on a final exam qualifies trainees for certification from the Wisconsin Bakers Association.

Trainees receive an additional 32 hours of class instruction, practicing bakery math skills and mastering food safety concepts using curriculum from the National Restaurant Association's ServSafe Certificaiton. Both of these topics are essential to becoming qualified and productive bakers. Upon successful completion of an exam, trainees receive ServSafe Certification, a valubale resume achievement.

One bakery trainee, Lana a woman in her early 50s, had a great work history. Her first job was in manufacturing and she kept that job for over 20 years until the company downsized and she was laid off. She found another manufacturing job and worked there for 10 years before another lay off in 2007. Lana excelled in the bakery program and secured employment within a couple weeks of graduation. She has been working for almost a year now as a baker and makes close to $14/hour. Lana has been able to move into her own apartment, support herself financial and loves her new career!

Part of the success for the training program is the availability of the FEED Kitchens. The students are trained on state of the art equipment in a commerical setting, an experience valued by potential employers.

5. Project/Program Goals: *(5000 characters)* Please describe the specific goals, objectives and intended measurable impacts of this program/project. Include the number of people you expect will benefit from this project.

The River Bakery Training Project is designed to achieve 3 goals: 1. To provide an avenue to self sufficiency for 24 un/underemployed citizens per year. 2. To provide trained, certified workers to the food service industry in Dane Country and beyond. 3. To generate income from product sales to sustain the program beyond the first couple years of operation. This grant request will enable the training to continue until the program becomes self sustaining through bakery sales.

Students are recruited because they are un/underemployed; some have been out of the job market a long time and have given up hope of securing adequate employment; others have a challenging past that includes incarceration, and others have an excellent job history but were downsized out of jobs that no longer exist. Graduates of the program are qualified for certification from the Wisconsin Bakers Association and are well versed in a host of soft skills such as project coordination, critical thinking and time management. Graduates are popular with employers due their state of the art training and certifications. Several local businesses that have hired trainees are Rosies Coffee Bar and Bakery, The Edgewater Hotel, Great Harvest Bread Company, Silly Yak Bakery, Fresh Madison Market and Great Wolf Lodge.

Measurable impacts are the number of people employed and their wages. Some trainess who were unemployed are now making more than the living wage of $12.62 per hour. In most cases, their starting wage may be $11 per hour or less, but with 90 day wage increases to $14-15 per hour.

6. Program/Project design: *(5000 characters)* Please describe structure of proposed program or project, hours of service/schedule, staffing, curriculum or project/service structure, etc.

The practical curriculum, developed by a Master Baker from Madison College, provides practical activities and theoretical concepts critical to being a successful commercial baker / food service worker. Each student, with personalized instruction, practices baking a variety of desserts and breads over the 15 hours per week, 3 month training session. Success on a final exam qualifies trainees for certification from the Wisconsin Bakers Association.

Trainees spend another 32 hours in a classroom environment learning and practicing bakery math skills and mastering food safety concepts using the National Restaurant Association's Serve Safe Curriculum. Both of these topics are essential to being safe and productive bakers. Trainees will receive the Serve Safe Certification upon successful completion of an exam.

Other practical skills that are part of the curriculm include:
Coordination - Adjusting actions in relation to others' actions.
Monitoring - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
Active listening - giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
Quality Control Analysis - Conducting tests and inspections of products, services, or processes to evaluate quality or performance.
Judgment and Decision Making - Considering the relative costs and benefits of potential actions to choose the most appropriate one.
Critical Thinking - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
Speaking - Talking to others to convey information effectively.
Social Perceptiveness - Being aware of others' reactions and understanding why they react as they do.
Operation Monitoring - Watching gauges, dials, or other indicators to make sure a machine is working properly.
Time Management - Managing one's own time and the time of others.

7. Community Engagement: *(2500 characters)* Please describe how community, residents and program and/ or project participants were engaged in the development of this proposal.

   The River Bakery Training program was developed with help from Madison College, a Master Baker, several individuals with years of food service knowledge, the Wisconsins Bakers Association, several local food businesses and the FEED Kitchens.

   In conversations with food service employers, they expressed a desire to hire individuals with an understanding of food safety and knowledge of how to operate commercial equipment. Our trainees gain certification from the National Resturant Association's Serve Safe. The trainees also learn how to operate commercial equpiment safely and correctly in the state of art FEED Kitchens. Our knowlegeable graduates are very appealing to local businesses.

   The training program has a direct partnership with Madison area Urban Ministry sharing costs for the instructor, materials and space at the FEED Kitchens.

8. Collaboration: *(2500 characters)* Please describe the level of involvement with other service providers, schools, funders, government bodies, or other public or private stakeholders in the development of this proposal and its expected implementation.

   Training begins with recruitment of students who have a desire to better their employment situation. There have been students both employed and unemployed. Last year, The River widened the candidate pool from just pantry clients to include other food pantries, FSET and the Dane County Jail.

   Working with the Huber program at the Dane Country jail was a natural extension, as The River Food Pantry utilizes volunteers from the jail every week. Inmate volunteers that participate in the training program are given hope and a vision for the future. The possibility of a living wage job when they are released is a huge incentive for them to work hard in the program.

   Other referrals come from Forward Service Corporation. They have recruited students with a desire to further their knowledge and skills in order to obtain better employment.

9. Proposed Timeline for Implementation:

Activity	Estimated Start and Completion Dates
Recruitment of program participants	ongoing
12 week training for bakery and kitchen prep skills	3/2/2015-5/30/15 & 6/1/15-8/27/15
Classroom training for bakery math and food safety	3/2/2015-5/30/15 & 6/1/15-8/27/15
Placement of program graduates into bakery jobs or paid internships	5/11/15-5/30/15 & 8/10/15-8/27/15
Establishing vendor relationships with retailers to sell bakery products	ongoing
Bakery proficiency testing and ServeSafe testing for certification	5/25/15-5/30/15 & 8/22/15-8/27/15

10. Funding: *(500 characters each)*

a) What other funding have you sought and/or received to support this project?

Wells Fargo Grant
WalMart State Grant
The River Food Pantry
Bakery product sales

b) Do you anticipate future funding needs from City sources associated with this proposal? Please describe.

No

c) Has your organization received funding from the City of Madison Community Development Division, City of Madison CDBG office, Community Services, the Emerging Opportunities Program or the former Emerging Neighborhoods Program in the last 5 years?

☒ Yes ☐ No

11. Budget:

Summarize your project budget by estimated costs, revenue, and fund source.

BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY $ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
A. Personnel Costs (Complete Personnel chart below)				
1. Salaries/Wages (show detail below)	80,000	5,000	75,000	Bakery product sales

BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY $ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
2. Fringe Benefits and Payroll Taxes	6,500		6,500	The River Food Pantry and grants
B. Program Costs				
1. Program supplies and equipment	3,000		3,000	The River Food Pantry and grants
2. Office Supplies	500		500	The River Food Pantry and grants
3. Transportation	2,500		2,500	The River Food Pantry and grants
4. Other (explain)	34,000	10,000	24,000	The River Food Pantry and grants
C. Space Costs				
5. Rent/Utilities/Telephone	21,600	10,000	11,600	The River Food Pantry and grants
6. Other (explain):				
D. TOTAL (A + B + C)	148,100	25,000	123,100	

Explanation of "Other" expenses: *(500 characters)*

Ingredients: 24,000; packaging: 2,400; License 400; Program Coordination Consultant:7,200

12. Personnel Chart: Please list all paid staff that will be working on the proposed program/project.

Title of Staff Position	F.T.E.*	Proposed Hourly Wage*
Bakery Manager	1.00	$15.15
Bakery Assistant	1.00	$12.62
Delivery Driver	.25	$12.62
Instructor	.25	$22
		$
TOTAL	2.5	

*FTE = Full Time Equivalent (1.00, .75, .50, etc.) 2080 hours = 1.00 FTE Please identify FTE that will be spent in this project.

Note: All employees involved in programs receiving City of Madison funds must be paid the established Living Wage as required under City of Madison Ordinance 4.20. Effective January 1, 2015 – December 31, 2015, the Living Wage will be $12.62 per hour.

13. Fiscal Agent Relationship (if applicable): If applicant organization is not a 501c (3) this section must be completed. If applicant is a 501c (3) please skip to the Signature Page.

    Fundamental expectations of the Fiscal Agent and Applicant relationship:

    - The Fiscal Agent should read the EOP application and have some confidence that the applicant agency will be able to successfully implement the proposed project or program.

    - The Fiscal Agent will accept allocated funds from the City of Madison for the identified program or project and reimburse the applicant for expenses incurred performing the work of the contracted program.

    - The Fiscal Agent and the applicant agency will decide who will provide and purchase the necessary insurance coverage for the identified program.

    - The Fiscal Agent will ensure that the funded project or program is in compliance with City of Madison Purchase of Service Contact requirements, including but not limited to Living Wage requirements, Non Discrimination and Affirmative Action, and equal benefits protections.

Applicant is expected to provide the Fiscal Agent with the Fiscal Agent Commitment Form. Please indicate date and staff person that received this form.

Date:

Staff person:

Position:

Telephone Number:

-SIGNATURE PAGE-

1. Affirmative Action:

   If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an Affirmative Action Plan with the Department of Civil Rights. A model Affirmative Action Plan and instructions are available at http://www.cityofmadison.com/dcr/aaplans.cfm.

2. Living Wage Ordinance:

   All employees involved in programs supported by City of Madison funds must be paid the established Living Wage as required under City of Madison Ordinance 4.20. Effective January 1, 2015 through December 31, 2015 the Living Wage will be **$12.62** per hour. For more information on Living Wage requirements, go to http://www.cityofmadison.com/finance/wage/.

3. City of Madison Contracts:

   If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at (608) 266-6520.

   If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

4. Signature:

(Any applications submitted without a signature will be considered incomplete and will not be considered for funding.)

Applicant Signature:

Enter Name: Jenny Czerkas

By entering your initials in the box, JC You are electronically signing your name and agreeing to the terms above.

Date: 3/19/2015