



Business Plan

Center Location:
801 University Avenue
Des Moines, IA 50314

Project Contact:

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EXECUTIVE SUMMARY

1.1 PROJECT DESCRIPTION

The Evelyn K. Davis Center for Working Families provides integrated delivery of support services, re-engagement to education and on-the job training opportunities all in one visit to a single location. The targeted populations for service include those who are unemployed, disenfranchised or face barriers to employment. This first-in-the-nation model will mitigate unemployment, increase achievement of basic education and grow the number sustainable families within central Iowa.

Clients of the Center participate in a robust intake process and assessment to gather as much information about the individual as possible. This intake system, Efforts to Outcomes (ETO) has been highly customized for this project and provides the ability to track the client's progress and outcomes across multiple organizations.

Space is provided within the center for community based and non-profit organizations. The CBO's and non-profits will assist with assessing new clients and linking them to multiple organizations in a single visit. This increases the effectiveness of the local referral system and ensure that clients are accessing any and all services for which they are eligible.

Education can come in many forms whether it is a basic literacy program or earning a GED, high school diploma, post secondary or other specialized credential programs. The Evelyn K. Davis Center for Working Families offers re-engagement-to-education as part of the operation to cast a broad net to central Iowans and develop an entry point back to education.

The Evelyn K. Davis Center for Working Families will establish a bridge to employment by hosting corporate funded work pods. The work pod model will allow an employer to hire a candidate, provide on-the-job training and manage a probationary employment period all within the Center. Building skills and confidence of clients prior to placement in the regular work environment dramatically increases their rate of success in the workplace and likelihood of maintaining long-term, gainful employment. (Anticipated launch 2013.)

1.2 VISION

The Evelyn K. Davis Center for Working Families, through collaboration with the community members and partners, business leaders and education providers, will link individuals and families with resources to help them earn a sustaining wage and provide opportunity to achieve lifelong success, improving the quality of life and bettering our community.

1.3 MISSION

The Evelyn K. Davis Center for Working Families uses an integrated support service network to help individuals and families achieve success through education, targeted skills training, real work experience and connection to employment opportunities.

1.4 OWNERSHIP

The purchase and ownership of the facility was completed by Des Moines Area Community College (DMACC,) utilizing funds raised by the Community Foundation of Greater Des Moines. DMACC's Community and Workforce Partnership operation is a primary occupant of the Center; however the programming and functions of the Community Based Organizations are managed by an Operations Manager funded through grants and donations. This position is not a member of the DMACC staff, while they will work closely with DMACC staff. An independent advisory committee offers advice and recommendations to help guide the operations of the facility in the spirit of Evelyn K. Davis.

Maintenance and security of the building is provided by DMACC.

1.5 PARTNERS

The Community Foundation of Greater Des Moines, led by J. Barry Griswell, has convened the Evelyn K. Davis Planning Committee to formalize the concept for the Center and to promote the project to the community. The founding members of the Evelyn K. Davis Planning Committee are:

Barry Griswell, President, Community Foundation of Greater Des Moines
Rob Denson, President, Des Moines Area Community College
Shannon Cofield, President, United Way of Central Iowa
Chuck Palmer, President, Iowans for Social and Economic Development
Nancy Sebring, Superintendent, Des Moines Public School System
Mary Bontrager, EVP – Workforce Development, Greater Des Moines Partnership
Kristi Knous – VP – Donor Relations, Community Foundation of Greater Des Moines
Dr. Mary Chapmen – VP – Community and Workforce Partnerships, Des Moines Area Community College

There are many other partners that have assisted with shaping the project. Special recognition does need to be provided to Jim Cownie, Representative Wayne Ford, Representative Ako Abdul-Samad and the many members of the community who have contributed to making this project a reality.

1.6 LOCATION

The proposed facility location is: 801 University Avenue
Des Moines, IA 50314

1.7 HOURS OF OPERATION

The facility will be open as follows:

Monday, Tuesday, Wednesday: 8:00 am – 6:00 pm

Thursday: 8:00 am – 8:00 pm

Friday: 8:00 am – 5:00 pm

Saturday: Will be determined after Center opening

Sunday: Closed

The Center will be closed on the following holidays in accordance with the DMACC personnel policy:

Labor Day

Presidents Day

Thanksgiving (Thursday and Friday)

Christmas/New Years Break

Martin Luther King Day

Memorial Day

Independence Day

1.8 OBJECTIVES

This new initiative is designed to create an education, job training and employment facility serving residents in central Des Moines, Polk County and central Iowa.

The key objectives include:

- Create a community-wide data reporting system capturing detailed information of Center clients.
- Establish a strong referral network of community based organizations in central Iowa.
- Establish employer supported on-the job training opportunities within the facility.
- Expand GED programming and testing resulting in an increased number of individuals obtaining credentials.

- Provide job readiness and other soft skills training programs required for success in the workplace.
- Connect individuals to other employment opportunities within central Iowa utilizing on-site placement services.
- Offer wrap around support services on site utilizing partner agencies and programs.
- Raise funding through corporate, private charities and government financial support for the sustainability of the Center.

ORGANIZATION SUMMARY

The Evelyn K. Davis Center for Working Families is providing re-engagement to education, on-the-job training and employment services in central Iowa. The focus of the Center is to mitigate unemployment and increase attainment of education while creating quality jobs in order to reduce the number of unemployed, low-income individuals and families in the area.

The Center performs the following:

1. Intensive client intake, assessment and benefit enrollment.
2. Delivery of multiple wrap around support services on site and through the referral network.
3. Education attainment through GED programming, short term certificate training, job readiness training and connection to post secondary education.
4. On-the-job training opportunities allowing for assimilation into the workplace and development of job specific skills.

2.1 START-UP SUMMARY

The Evelyn K. Davis Center for Working Families start-up cost was approximately \$2,500,000.00. The most significant portion of the cost is the acquisition and renovation of the facility. The remaining expenses are comprised of costs normally associated with opening a large scale learning center and office space. The program is funded by multiple contributions and grants from a variety of philanthropic organizations (Community Foundation of Greater Des Moines and Prairie Meadows Race Track and Casino) community based organizations, private donors and Des Moines Area Community College. The contributions are shown in the following summary:

Community Foundation	\$ 825,000.00
DMACC	\$ 1,500,000.00
Prairie Meadows	\$ 100,000.00

****United Way of Central Iowa** \$ 100,000.00

Funds Raised To Date: \$2,525,000.00

****Please note the total United Way of Central Iowa contribution has paid over two years in equal installments of \$50,000.00.**

2.2 LEGAL ENTITY

The Evelyn K. Davis Center for Working Families will seek official IRS 501 (c) 3 nonprofit status.

2.3 GOVERNANCE

Des Moines Area Community College (DMACC) will operate the Community and Workforce Partnership division programming within the Center including programs: YouthBuild, Gateway to College and the Workforce Training Academy. The community based organizations are welcome to offer programming as well as grant funds will likely be pursued to develop customized training. In an effort to keep the Center independent and community focused, a structure of sub-committees has been established to advise and provide recommendations for consideration. These committees include:

Interim Advisory Committee (IAC): comprised of members from the Planning Committee, community representatives, employers and community based organizations. The IAC will review processes, procedures, and needs of the Center as raised by the other committees, providing recommendations for consideration. The IAC meets every other month.

Evelyn K. Davis Planning Committee (EDPC): this committee has met since the inception of the project and has served as the fundraising body. The EDPC also provides public representation of the project. The EDPC meets on a monthly basis.

Community Committee: organized by the EDPC, the Community Committee is tasked with assisting with areas related to earning the respect and cooperation of the neighborhoods and residents adjacent to the Center. The Community Committee has assisted with recommending programming and services as well as creating a community marketing strategy. The committee continues to meet monthly to stay aware of project process and advocate for the project within the community.

Community Based Organization Committee (CBOC): the CBOC is working to establish intake procedures, scheduling of partners within the facility and to organize the structure of the referral system to internal services as well as services not offered on site.

Please see Appendix A for a formal organizational structure chart and committee participants.

SERVICES

The services provided by the Evelyn K. Davis Center for Working Families are modeled after the national Center for Working Families Model created by the Annie E. Casey Foundation. These services have been proven to build long term success for the targeted populations.

3.1 EMPLOYMENT AND EDUCATION SERVICES

Employment and Education Services provide training and support to address job readiness skills, general soft skills, hard skill training, one-on-one job development, connection to employment, retention and completing educational programs that may result in a certificate, diploma, GED and/or a credential.

Examples of services include:

- Job Search Assistance
- Job Interview Preparation
- Short Term Certificate Training
- GED Classes
- Creation of Employment Plans
- Career Readiness Certificate
- Resume Preparation Assistance
- Job Placement
- Job Preparation/Orientation
- Digital Literacy
- Basic Literacy
- Career Assessments

3.2 INCOME/WORK SUPPORTS

Income/Work Supports are necessary for the client to commit to long term education and employment opportunities. Many of these basic services are fundamental to identifying and eliminating barriers for the client.

Examples of Income/Work Supports:

- Benefits Screening
- Access to Public Benefits
- Assisting with Organizing Day Care
- Income Tax Preparation
- Assisting with Organizing Transportation
- Conflict Resolution

3.3 FINANCIAL SERVICES/ASSET BUILDING

Financial Services/Asset Building Services assist the client in understanding the basic functions of personal finance, provide guidance to organize critical

documents and ensure a path for stabilizing family budgets during transition to employment.

Examples of Financial Services/Asset Building Services:

- Financial Literacy
- FASFA
- Debt Reduction Plans
- Credit Repair Programs
- EITC
- Regaining Work Documents (Driver's License, Social Security Card, etc.)

3.4 COMMUNITY BASED ORGANIZATIONS

Community Based and Non Profit Organizations deliver multiple wrap around support services on site and through the external referral network. The services they provide on-site are within their areas of expertise and include programs and items noted in sections 3.1 – 3.3. For the CBO's to participate on-site at the Center, they are required to sign an MOU agreeing to adhere to working in the spirit of Evelyn K. Davis, participating in the intake and referral process as well as to track and provide data as directed.

3.5 EMPLOYER WORKPODS

The EDPC studied multiple on-the-job training models across the nation. In formulating what will be most effective on site at the Center, it is expected that one or both of the two following options could be implemented.

Option #1:

Participating employers would locate a minimum 5 jobs at the Evelyn K. Davis Center for Working Families. These positions would be basic, entry level positions. Based on the employer needs, the Center will work with the employer to develop a training program to assist those placed in the jobs to master the skills required to be successful on the job. Duties related to the position will be performed on-site at the Center until the candidate is prepared to move on a position at primary location of the employer. Once a successful candidate moves to the primary location of the employer, the position will again be filled at the Center with a new candidate. With this option, the candidate is a W2 employee of the employer.

Option #2:

Employers working together through industry specific Workforce Partnerships established by Central Iowa Works may recognize common industry training need for candidates seeking positions with their organizations. The employers could work together to develop the needed curriculum and then provide/seek funding required to provide the program. With this option, the candidates would

not be employed during the training, however they would received immediate consideration from participating employers at the successful conclusion of the program.

3.6 OTHER CLIENT SERVICES

The Evelyn K. Davis Center for Working Families provides additional client services to ensure long term success. These services include:

- Client Follow-Up
- Outreach
- Proficiency Testing
- Referrals
- Volunteer Opportunities

3.7 MEASUREMENT OF OUTCOMES

Outcomes for the Center are tracked both qualitatively and quantitatively. Programs, partners and services will be adjusted according to the data and information received. The on-site CBO's will meet monthly to review Clients served by their organizations on-site and verify the effectiveness of the referral process.

Qualitative Measurement Outcomes:

The Center will actively survey clients on their satisfaction with services received. These surveys may include focus groups, online surveys, paper surveys and post program interviews. Multiple methods of collecting qualitative information will result in higher survey completion rates and there will be options for the surveys to be completed anonymously.

The success stories and testimonials for the Center will be profiled as Clients provide consent. The stories will be available at the Center as well as online at the Center website: www.evelynkdaviscenter.org.

Quantitative Measurement of Outcomes:

The Center has implemented the use of the software technology tool, Efforts to Outcomes (ETO.) All organizations participating on site are required to enter client data on this system. Licenses for the system will be provided by the United Way of Central Iowa or Des Moines Area Community College. The Center has developed a formal intake application to collect appropriate demographic information to understand the client and meet multiple grant reporting requirements. Examples of a few data points currently included for collection:

- Demographics
- Level of Educational Attainment
- Wages Earned
- Pre/Post Program Assessments
- Current Credentials
- Retained Employment
- Promotions

****This list is not intended to be comprehensive. For a complete listing of data points, please see Appendix C.**

MARKET ANALYSIS SUMMARY

The population base for central Iowa (Polk, Dallas and Warren counties) is 536,664. Approximately 29% of the region's population can be characterized as low-income, unemployed or underemployed. This represents 155,633 residents that are potentially in need of services from the Evelyn K. Davis Center for Working Families.

4.1 MARKET SEGMENTATION

Service Area Geography

The Evelyn K. Davis Center for Working Families serves the central Iowa area including Polk, Dallas and Warren Counties, with a total population in excess of 500,000 people. Over 35% of the region's population lives in Des Moines. More specifically, it is anticipated that the highest percentage of Center clients will come from the area referred to as the Urban Core. See Appendix E for a map of the Urban Core area.

Service Demographics

It is estimated within the Urban Core, 15.06% of the region's residents are unemployed, much higher than the national average. Of the region's 26,140 residents, 17.8% have been formerly incarcerated and only 34% of the residents in the area over the age of 25 possess a high school diploma/GED. Of the 8,409 households in the Urban Core, 47% earn less than \$25,000.00 per year.

Service Psychographics

One of the most typical profiles of individuals interested in this type of program can be described by the following:

- There are may be only one or no people in the household working full-time.
- The average family size is 2.45 persons.
- The individual has made contact with one or more social service agencies or programs in the last 12 months.

Service Behaviors

The Evelyn K. Davis Center for Working Families has determined the most effective method to provide support services is through the network of existing social service programs and agencies serving the targeted population groups. There are 25 programs and agencies that provide services to low-income, unemployed and underemployed adults. On average, clients visit one or more of

these programs or agencies on a weekly basis. The Center will not reinvent or duplicate services already available within the social services network.

4.2 TARGET MARKET SEGMENT STRATEGY

The targeted population group for the Evelyn K. Davis Center for Working Families is adults (from 18 to 65 years of age.) This group has been identified as the primary segment of the population that needs intake, referral to services/support, education/training and placement services. To further define the population, it may include:

- Low-skilled Workers
- Unemployed Workers
- Underemployed Individuals
- Immigrant Workers
- Minority Populations
- Retirees, Mature Workers
- Formerly Incarcerated Individuals
- Those with barriers to employment
- Disabled Workers
- Displaced Workers
- Young Adults 18 and above

STRATEGY AND IMPLEMENTATION SUMMARY

The Evelyn K. Davis Center for Working Families is focused on establishing an effective intake and referral system working with community based organizations, faith based organizations, education providers, local and state agencies, and employers. The Center will continue an active fundraising primarily focused on pursuing related grant opportunities.

The Evelyn K. Davis Center will advertise its services to the targeted population groups through the agencies that serve these groups on a daily basis. A media campaign will also be developed. Information will be available on the Center website: www.evelynkdaviscenter.org.

5.1 MARKETING STRATEGY

The Evelyn K. Davis Center for Working Families marketing program has focused on creating high visibility in the community. Participating referral partners will display information about the Center and how programs, services and employment opportunities are helping the community at their office locations.

The Evelyn K. Davis Center for Working Families has organized a Community Committee of volunteer residents of the neighborhoods adjacent to the Center to help ensure targeted and reliable messages are delivered to potential clients. The Committee has provided insight on multiple topics including: Programs and Services, Marketing and Outreach, Website Development. The Committee continues to meet monthly to stay up to date on project progress and to assist with delivering and evangelizing consistent community messages.

Program brochures have been distributed by social social service programs and agencies that serve the targeted population groups. In addition, these programs and agencies will serve as advocates of using the Center in response to the need for employment, education and other support services.

Public Relations and Marketing Staff (PR Committee) for both the Community Foundation of Greater Des Moines, Des Moines Area Community College, the United Way of Central Iowa and two designated representatives from the community, meet on a regular basis to review and develop marketing collateral, website content and plan events. The PR Committee reviews feedback and input from the other multiple committees to finalize documents and publications utilized to promote the Center. Further, the PR Committee coordinates all communication with other media outlets including newspaper, television and radio.

5.2 FUNDRAISING STRATEGY

The Evelyn K. Davis Center for Working Families launched an initial fundraising campaign led by the Community Foundation of Greater Des Moines to secure funding for building acquisition, technology, renovations and miscellaneous start-up costs. Future fundraising targets will include organizations that support workforce initiatives and workforce development grants.

5.3 FUNDING FORECAST/SUSTAINABILITY

Upon the opening of the Evelyn K. Davis Center for Working Families, Des Moines Area Community College will assume responsibility for funding ongoing operations including associated building costs, utilities, and staff (excluding the position of Operations Manager.)

The Evelyn K. Davis Center for Working Families intends to continue to pursue additional future funding from multiple sources including:

- Federal Earmarks
- DOL Grants
- WIA Funding
- Philanthropy/Foundations
- Local and State Governmental Agencies
- Employer Partners

MANAGEMENT SUMMARY

6.1 PERSONNEL PLAN

The following table summarizes the program's personnel structure.

The staff will consist of:

Facilities Director:	Dr. Mary Chapman
Operations Manager:	Marvin DeJear
Office Assistant:	Melody Riley
Intake Staff:	Generalists provided by CBO Partners
One-on-one Consultations:	Program Specific Staff (DMACC) Community Based Organizations
Service Plan Development:	Program Specific Staff (DMACC) Community Based Organizations
Retention and Placement:	Program Specific Staff (DMACC) Community Based Organizations
Data Management:	DMACC United Way of Central Iowa
Work Pods:	Employer Specialists Employer Representatives

Total Full-Time Staff Located on Site at the Center:

DMACC:	11
Operations Manager	1
Community Based Organizations:	<u>0</u>
	12

FINANCIAL PLAN

The Evelyn K. Davis Center for Working Families is funded from a variety of sources, public and private. The Operations Manager and the Interim Advisory Committee will be responsible for reviewing the program expenditures and making adjustments to assure the program solvency.

7.1 IMPORTANT ASSUMPTIONS

The financial plan depends on important assumptions. The key underlying assumptions are:

- We assume a slow-growth economy, during major recession.
- We assume population growth in the county that will contribute to additional low-income clients.
- We assume, of course, that there are no unforeseen changes in funding availability.
- We assume a continued need for employment, education and support services in the central Iowa.

7.2 PROJECTED SURPLUS OR DEFICIT

The Evelyn K. Davis Center for Working Families intends to function as a revenue neutral operation.

7.3 ACQUISITION

The location of the Center is the northern most 12,800 square feet of the building located at 801 University Avenue, Des Moines, Iowa. The building was the former location of the Top Value Foods Grocery Store. While the building is a total of 35,000 sq. feet, the Center only purchased a portion of the total square footage in the form of a condominium agreement. The remaining square footage of the building will be available for commercial/retail development and will be owned by a separate entity.

The building was purchased from the city of Des Moines. The city had outstanding debt against the building in the form of a HUD loan. The city has agreed the purchase price for the property will be capped at the amount outstanding on the loan at the time of purchase, approximately \$1,200,000.00. The purchase price for the Center has been determined based on percent of the building occupied and comparative costs for required renovation to divide the building according to applicable building code.

7.4 RENOVATION

Renovation of the Center has been completed. Please see APPENDIX D for the floor plan of the Center. All costs associated with renovation, including design and furnishings were funded by Des Moines Area Community College.

7.5 EQUIPMENT/TECHNOLOGY

The determination of needed office and technology equipment at the Center and the associated costs for purchasing the equipment were funded by Des Moines Area Community College.

Efforts To Outcomes, the software tool which will be utilized for intake and outcomes tracking for clients of the Center, is being funded by dollars provided by the United Way of Central Iowa.

7.6 START-UP BUDGET SUMMARY

Expenditure Summary:

ACQUISITION

Purchase Price of Property:	\$ 700,000.00
Legal and other related costs:	\$ 40,000.00
Total:	\$ 740,000.00

RENOVATION:

Restructure of approximately 12,823 sq. ft:	\$1,100,000.00
Equipment, Technology, Furniture:	\$ 500,000.00
Total:	\$1,600,000.00

OPERATIONS:

Project Start-Up Costs	\$ 85,000.00
Programming and Related Supports	\$ 50,000.00
Total:	\$ 135,000.00

OPERATING SYSTEM:

Efforts To Outcomes	\$ 50,000.00
Total:	\$ 50,000.00

TOTAL EXPENDITURES	\$2,525,000.00
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Revenue Summary:

ACQUISITION

Community Foundation	\$ 640,000.00
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Des Moines Area Community College	\$ 100,000.00
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Total:	\$ 740,000.00
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RENOVATION:

DMACC	\$ 1,400,000.00
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Prairie Meadows	\$ 100,000.00
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Total:	\$1,600,000.00
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OPERATIONS:

Community Foundation	\$ 85,000.00
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United Way of Central Iowa	\$ 50,000.00
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Total:	\$ 135,000.00
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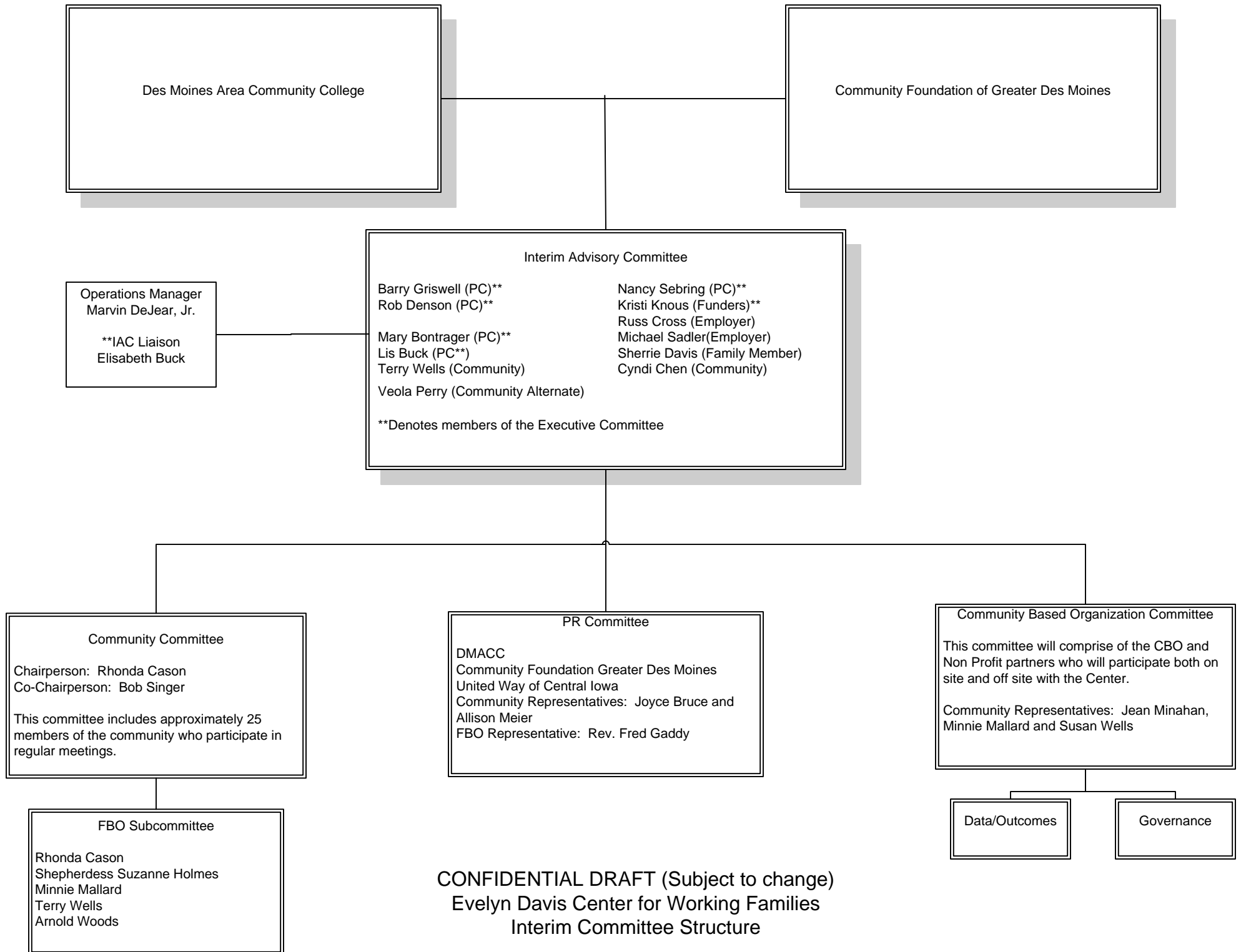
OPERATING SYSTEM:

United Way of Central Iowa	\$ 50,000.00
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Total:	\$ 50,000.00
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TOTAL REVENUES:	\$2,525,000.00
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APPENDIX A – COMMITTEE STRUCTURE



CONFIDENTIAL DRAFT (Subject to change)
Evelyn Davis Center for Working Families
Interim Committee Structure

APPENDIX B – ON SITE PARTNER MOU

Evelyn K. Davis Center for Working Families
Memorandum of Understanding
Community Based Organizations/Non-Profit Partners
May, 2012

Background

The impetus for the proposed Evelyn K. Davis Center for Working Families grew from the vision of Des Moines civil rights and community leader Evelyn K. Davis. This vision was resurrected in 2009 by Jim Cownie and Representative Wayne Ford felt that the Center could serve to create opportunity and reduce the violence that had escalated in the adjacent neighborhoods. The concept moved from an idea to a solution when J. Barry Griswell, Community Foundation of Greater Des Moines, and Rob Denson, Des Moines Area Community College, began the process to implement Davis's dream in partnership with the community.

The Evelyn K. Davis Center for Working Families is a partnership between the Community Foundation of Greater Des Moines, Des Moines Area Community College, the neighborhoods and citizens located adjacent to the project and community organizations. The goal of the center is to help families and individuals improve their financial position by connecting their work and career goals with employment opportunities providing family sustaining wages and career pathways. This first-of-its-kind center provides education, job training, job placement, financial literacy, and other services all in a single location.

Together, the partners enter into this Memorandum of Understanding (MOU) to work in concert with one another to help job seekers gain employment through education, on-the-job training programs, and other services that are supported by local employers.

Purpose of the Agreement

It is the purpose of this agreement to establish the framework for a collaborative and mutually beneficial relationship among the Community Based Organizations/Non-Profit Partners of the Evelyn K. Davis Center for Working Families. The priorities of the Center are to help employers find skilled employees and career seekers to access employment opportunities. These priorities will be accomplished through collaboration among service providers. This agreement is intended to identify the roles and responsibilities of both the on-site and off-site partners for planning and implementation of a functional, integrated service delivery system.

Definitions

On-site Partner: In-kind contributor to the Center providing generalist staff at the Center (801 University Avenue, Des Moines, IA) to assist with the client intake and referral process. On-site partners are required to have staff present to cover Center hours of operation as volunteered on the Partner Registration Form. On-site partners can provide their workforce support services, host client appointments and training at the Center recognizing intake assistance is top priority. Office space is provided in the form of a cubicle and a computer, telephone and access to office equipment are included. There is no fee to be an on-site partner.

External Partner: Part of the robust electronic network of services linked to the Center, willing to receive client referrals for organization areas of expertise and required to provide data to the

Center with regard to clients served and services delivered however does not participate or offer services on-site at 801 University Avenue, Des Moines, IA.

Strategic Vision

The partners agree to support the mission, vision and goals of the Center through the design and implementation of a responsive workforce service delivery model that enhances job/career progression for area workers and by providing workforce supports.

Mission

The Evelyn K. Davis Center for Working Families uses an integrated support service network to help individuals and families achieve success through education, targeted skills training, real work experience and connection to employment opportunities helping them achieve their career goals.

Vision

The Evelyn K. Davis Center for Working Families, through collaboration with the community members and partners, business leaders and education providers, will link individuals and families with resources to help them earn a sustaining wage and provide opportunity to achieve lifelong success, improving the quality of life and bettering our community.

Goals

- Close the skills gap between job seekers and employer needs
- Support job creation
- Collect data on persons served
- Match training opportunities with support services
- Increase wages
- Assist job seekers to acquire the basics of good money management and the skills needed to create a brighter financial future.
- Reduce poverty

Guiding Principles

Customer Focused Service

We will consider everyone who contacts the Center a customer and deserving of a quality response and/or service. Our primary customers are employers and job seekers. Meeting their needs will continue to be the focus of all our activities.

Through the utilization of multiple partners serving common customers the Center will present a full menu of workforce services. Our focus is to provide workforce solutions which promote economic growth for Central Iowa.

Enhanced Employer Services

We will embrace employers as a primary customer and as such will focus and concentrate on the development and implementation of innovative strategies to meet workforce needs.

Customer Satisfaction and Continuous Quality Improvement

We will continue to measure customer satisfaction and continuously improve services to our customers.

Commitment to Partnership

The partner organizations will work collaboratively with one another to help job seekers gain employment through education and on-the-job training programs that are supported by local employers. It is implicit that all partners, both on-site and off-site will coordinate their service delivery efforts with each other to the extent that they are aligned with their own organization's policies, directives, and obligations. Partners will refer customers to the organization(s) that is (are) best able to meet their needs.

Fostering the partnership among all organizations is vital to the success of the Center. A Partner Leadership Team comprised of managers of various partners will meet monthly to identify, discuss, and problem solve any operational issues and ensure consistent communication. The Center supports and expects the CBO's to work together jointly to pursue local, state or Federal grants as well as other funding opportunities.

Partner Roles and Responsibilities

In consideration of the mutual aims and desires of the partners participating in this agreement and in recognition of the public benefit to be derived from the effective implementation of the programs involved, the partners agree that their respective responsibilities under this agreement will be as follows:

- Each partner will maintain appropriate managerial control of their program delivered in the Center and responsibility for staff performance.
- Define employment training and skill development priorities based on employer needs analysis
- Each partner will assume intake responsibility at the Center as determined by the Partner Leadership Team and will provide case coordination responsibility as needed.
- Establish written training competencies for each established program
- Ensure customer satisfaction
- Develop and abide by a grievance procedure in which job seekers may formally appeal a decision.
- Educate others in the community about critical workforce issues
- Promote the Center through joint marketing efforts
- Work to develop cross-referral protocols and coordination of other services as appropriate
- Refer customers within the system and to other providers that may best meet their needs
- Agree to the level of confidentiality between partners
- Be respectful of each other's roles
- Help develop and maintain data sharing agreements (See Appendix A)

- Create and utilize universal release of information form
- Assume joint accountability for outcomes
- Participate in the evaluation of partner performance as determined by the Partner Leadership team
- Attend Partner Leadership Team meetings
- Client Outcomes to be measured include:
 - Re-engagement to Education
 - Preparation for employment
 - Placement in employment
 - Family sustainability
- Report data related to client outcomes through ETO as an on-site partner. Other methods of data reporting will be developed for external partners. (See Appendix B)
- Participation is encouraged with Central Iowa Works and the Central Iowa Development Coalition.

Partner Leadership Team

The Partner Leadership Team will be comprised of seven representatives from active internal and external Center partners and be designated with primary responsibility to facilitate:

- A coordinated and integrated service system to employers and job seekers
- Customer satisfaction and continuous quality improvement process that gathers and uses customer feedback for program improvement. All staff must share in the commitment to and implementation of Customer Service Standards
- An open communication process with regular meetings, consensus decision making where possible, open input for site-based decisions, and a structured process for conflict resolution for partner disputes
- The development of site based policies and procedures as needed, to enhance customer services, accountability, and the integration of services
- Provision of a quarterly operations report to be shared with all partners and stakeholders
- The development of policy regarding the length of terms and rotation policy for the Partner Leadership Team
- Determine appropriate alignment of partners as needed to ensure all partners deliver services and supports within the scope of the mission and strategic vision of the Center

Funding of Services and Operating Costs

Through June 30, 2012 no fees or related operating costs will be charged to the Community Partners. The Operations Manager will actively seek grant and other funding opportunities to help support the front-end operations of the Center.

Quality Assurance

It is the goal of the Center to consistently meet or exceed the expectations of all customers. To accomplish this goal the Operations Manager and Partner Leadership Team will develop and put in place a quality assurance plan establishing objectives and processes required to deliver desired results to both job seekers and employers. Each partner is required to monitor and evaluate the process by testing the results against the objectives and making improvements if the results

require changes. It is expected that each partner will be actively involved in shaping the quality assurance plan and assessing the results of services on a regular basis.

Term of Memorandum of Understanding

This Memorandum of Understanding commences on the day it is signed by all signatory parties and is ongoing, unless terminated earlier upon thirty days written notice to all parties via e-mail or U.S. Mail. This agreement shall remain in effect until June 30, 2013, and will be reviewed and modified annually, as needed. Proposed modifications may also be forwarded throughout the year and entertained for decision by the Partner Leadership Team.

Dispute Resolution

The programmatic operation of the Center is customized by the Partners and comes under the supervision of the Advisory Committee. When consensus cannot be reached and the functioning of the Center is impaired, those who are parties to the dispute will adhere to the following dispute resolution procedure:

- A. All parties to the dispute will meet with Partner Leadership Team to informally resolve the issues.
- B. If this group is unable to resolve the dispute, the dispute will be submitted in writing to the Advisory Committee.
- C. The Advisory Committee will evaluate the merit of the dispute, consult with the parties involved, and prepare a final response within 30 working days of first hearing the dispute. This is the final and binding step in the dispute process.
- D. All steps will be documented when completed

Amendments and Modifications

This Memorandum of Understanding may be amended or modified with review and consent of all parties. Amendments and modifications must be issued in writing to all parties. All parties must be given a minimum of 14 days to comment prior to the inclusion of any amendment or modification. Oral amendments or modifications shall have no effect. If any provision of this Memorandum of Understanding is held invalid, the remainder of the Memorandum of Understanding shall not be affected. If partners fail to respond within the 14 day time limit, the amendment will be considered ratified or defeated by those partners who responded.

Governance

The ultimate accountability and responsibility for the program aspects of the Center rests with the Advisory Committee. The Advisory Committee will promote and support the total integration of services of all Center partners, promote customer choice and satisfaction for internal and external customers of the system, remove external barriers which impede progress and performance, approve annual and long-range performance standards and goals for the system, establish an evaluation system for measuring customer satisfaction and performance, and communicate with the community regarding the Center's services and results.

Signature

Date

Title

Company/Organization

APPENDIX A – Data Sharing Agreement

Data Sharing Agreement Between the Evelyn K. Davis Center for Working Families and

_____(PARTNER)

Community Based Organization – Non-Profit Partner

WHEREAS, the purpose of this agreement is to improve outcomes for individuals in our community by shared data between the Evelyn K. Davis Center for Working Families and the PARTNER,

WHEREAS, the Evelyn K. Davis Center for Working Families requires certain data in order to:

- Support planning to achieve Center employment and education mission
- Conduct data analysis to identify trends
- Aggregate data to report community success in achieving results

WHEREAS, the PARTNER seeks to share data, which may include individually identifiable information to assist the Evelyn K. Davis Center for Working Families in its efforts to serve the community in achievement of their mission

It is therefore mutually agreed that the Evelyn K. Davis Center for Working Families and PARTNER enter into this Agreement to share certain information and ensure the confidentiality of individuals served, including:

1. The Evelyn K. Davis Center for Working Families will provide access to administrative support for Efforts to Outcomes for PARTNER organizations
2. The Evelyn K. Davis Center for Working Families will receive data through the Efforts to Outcomes system for the purpose of program performance measure evaluation
3. Database systems technicians of the United Way of Central Iowa and Evelyn K. Davis Center for Working Families with administrative access to Efforts to Outcomes may have limited access to individuals specific information including but not limited to: names, addresses, counseling information, social security numbers (hereinafter ‘identifying information’) of individuals being served by the PARTNER as referral from the Center; but such identifying information will only be used at an aggregated program level and identifying information will not be used or disclosed by the United Way of Central Iowa or the Evelyn K. Davis Center for Working Families under any circumstances. Technicians of United Way, United Way itself, Evelyn K Davis Center for Working Families, and all community based partner organization and staff will guarantee full HIPAA compliance.
4. Evelyn K. Davis Center for Working Families will have full and unconstrained access to report aggregated program information to the community in such a manner that will not permit the personal identification of the individuals or families by parties outside the agreement.
5. Evelyn K. Davis Center for Working Families further agrees that identifying information will not be used or released to any other organization without prior written authorization by the PARTNER, or unless required by a court order under subpoena or other legal process.
6. Evelyn K. Davis Center for Working Families recognizes that confidential information is the property of the PARTNER and agrees to hold such information in trust and exercise due care in retaining such information.
7. Each party shall mutually indemnify and hold harmless the other party from and against any and all damages, losses, claims, judgments, and expenses incident thereto including attorney fees which may arise as a result of the party’s gross negligence in sharing information under this Agreement.

Partner

Signature

Date

Title

Company/Organization

United Way of Central Iowa

Signature

Date

Title

Evelyn K. Davis Center for Working Families

Signature

Date

Title

APPENDIX B – Sample Data Reporting Elements

The data reporting elements noted below are provided to note key information that you will be required to report on clients you are referred and serve from the Evelyn K. Davis Center. We will not need this data on all of your clients, only those referred directly from the Center.

The list below may be amended and updated to include additional items as we learn from the client flow of the Center. Monthly reports will be submitted in aggregate, client records and notes can be added via ETO and onsite at the Center. The monthly report format will be developed in July, 2012. Reporting is required on a monthly basis due by the 30th of the month. The report will provide the outcomes of the previous month's work. For example: Outcomes of clients served during the month of July, 2012 will be due August 30, 2012.

Education Data Elements

- Education Completion
- Quantitative Assessment Score (CASAS, Work Keys)
- Need Updated Training
- Training Start Date
- Training Completion Date
- Exit Reason
- Employment Training Sector
- Certificate Awarded
- Number of Certificates Attained
- Training Provider
- Entered Post Secondary Education

Employment Data Elements

- Date Entered Training-Related Employment
- Date Entered Non-Training Related Employment
- Employment Sector Hired Into
- Employer
- Employer City
- Starting Wage/Incumbent Wage
- Employed 6 Months Later
- Wage at 6 Months

Financial Literacy Data Elements

- Number of participants that attended training
- Number of participants that participate in a one-on-one coaching session
- Number of participants that set the goal to develop a budget
- Number of participants that develop a debt reduction plan
- Number of participants that correct errors on credit report
- Number of participants that improve their credit score
- Number of participants saving regularly in a saving account
- Number of participants that obtain/receive their driver's license
- Number of participants that purchase a car
- Number of participants that repay debts according to plan
- Number of participants that applied/obtained credit report

APPENDIX C: CORE (ONSITE) SERVICES FOR EVELYN K. DAVIS CENTER FOR WORKING FAMILIES

The Services listed below will be provided for Evelyn K. Davis Center for Working Families customers either by the Evelyn K. Davis Center for Working Families partners or through referrals.

Please indicate the core services your organization will provide for Evelyn Davis Center for Working Families customers.

1. **Employment/Education Services** – performance measures include # enrolled in soft skills class; enrolled in hard skills training; one on one job development; became employed; retention(3 -6-12 months); received certificate(soft skills, hard skills); completed ABE/GED/ESL; obtained college vocational certificate, etc.

Services listed on the EKD Center for Working Families Core Services Summary that will be delivered in/through the Center are the following:

- Job Search ____
- Resume ____
- Job Interview Preparation ____
- Job Placement ____
- Short Term Certificate Training ____
- Job Prep/Orientation ____
- GED ____
- Digital Literacy ____
- On the Job Training (work pods) ____
- Employment Plans ____
- Other ____ What? _____

2. **Income/Work Supports** – performance measures include #screened for public benefits; applied for work supports; participate in income/tax prep; received new benefits; received tax refund; received transportation, etc.

Services listed on the EKD Center for Working Families Core Services Summary that will be delivered in/through the Center are the following:

- Benefits Screening ____
- Other ____ What? _____

3. **Financial Services/Asset Building** – performance measures include attended financial literacy class; participate in one on one financial coaching; set goal to develop budget. Develop debt reduction plan; corrected errors on credit report; improved credit score; saving regularly in savings account; obtained/received driver's license; purchased a car; repaying debts according to plan; applied/obtained credit report

Services listed on the EKD Center for Working Families Core Services Summary that will be delivered in/through the Center which aligns with CWF:

- Financial literacy ____
- FAFSA _____
- Other ____ What? _____

Other on-site services on the summary list are a means of processing individuals to gain additional information from them to ensure their success in accessing the services and obtaining their goal of employment for long term success.

- Assessment ____
- Follow Up ____
- Referrals ____
- Outreach ____
- Proficiency Testing ____
- Relationships with Employers ____
- Other ____ What? _____

APPENDIX C – INTAKE/OUTCOMES MEASUREMENT SUMMARY

Evelyn Davis Center for Working Families

Data Tracking Elements

GENDER

Males
Females
Unknown

AGE

14-18
19-21
22-29
30-54
55-69
70+
Unknown

EDUCATION

8th grade or less
9th-12th grade, no diploma
HS diploma or equivalent
some college
AA degree
BA or higher
Education Obtained Abroad
Unknown

RACE

American Indian or Alaska Native
Asian
Black or African American
Native Hawaiian or Pacific Islander
White
Hispanic
Latino
Other
Multiple
Unknown

COMMUNICATION SKILLS

English Proficient
Limited English Proficient
Spanish
Bosnian
Arabic
French
Sudanese
Other
Unknown

EMPLOYMENT STATUS AT THE TIME OF ENROLLMENT

Employed
Unemployed
Temporarily
Permanently
Unknown

IF EMPLOYED AT ENROLLMENT: WAGE INFORMATION

Less than \$7.25
\$7.26-\$9.99
\$10.00-\$14.99
\$15.00-\$19.99
More than \$20.00
Unknown

HOURS WORKED

Less than 20
20-29
30-34
35 or more
Unknown

CRIMINAL BACKGROUND

Convicted of Felony
Convicted of Misdemeanor
None

VETERAN

Veteran - Yes
Veteran - No
Receiving Military Benefits/Pension

DISABILITY

Disability-yes
Intellectual
Mental
Physical
Multiple
Self Diagnosed
Confirmed Diagnosis
Disability-no
Unknown

SUBSTANCE ABUSE

Substance Abuse - Yes
Receiving Treatment
Substance Abuse - No
Unknown

HOMELESS

Homeless-yes
Homeless-no
Homeless - unstable/transient

PARENTAL STATUS

Single Parent/Guardian-yes (Custody)
Single Parent/Guardian-no
Pregnant
No Children
Unknown

TRANSPORTATION

Reliable Transportation - Yes
Para transit
Bicycle
Walk
Public Transportation
Reliable Transportation - No

CURRENTLY ENROLLED IN SKILLS TRAINING

Apprenticeship
Basic Skills/ESL
Computer literacy
Occupational skills
On-the-job training
Workplace readiness/life skills
Credit Courses
Non-credit Courses
Other Education/Training
Unknown

COMPLETED SKILLS TRAINING

Apprenticeship
Basic Skills/ESL
Computer literacy
Occupational skills
On-the-job training
Workplace readiness/life skills
Credit Courses
Non-credit Courses
Other Education/Training
Unknown

CURRENTLY ENROLLED IN A DEGREE OR CREDENTIAL PROGRAM

AA or AS degree
BA or BS degree
GED/high school equivalency
Occupational skills certificate/credential
occupational skills licensure
other recognized educational or occupational skills certificate/credential
workplace readiness credential
Unknown

RECOGNIZED DEGREE OR CREDENTIAL

AA or AS degree
BA or BS degree
GED/high school equivalency
Occupational skills certificate/credential
occupational skills licensure
other recognized educational or occupational skills certificate/credential
workplace readiness credential
Unknown

PUBLIC BENEFITS

Public Benefits-yes
Public Benefits-no
Unknown

TYPE OF BENEFITS

FIP/TANF
SSI/SSDI
Food Assistance
Medicaid/SCHIP
Childcare Assistance
Child Support
Pension
Healthcare
Rent
Other
Unknown

WRAP AROUND SERVICES

Assessment
Asset Development
Career Coaching/Counseling
Job Search/Job Placement
Case Management
Supportive Services
Transportation
Child Care
Clothing
Other Non-Training Services
Unknown

CAREER READINESS CERTIFICATE

Total Tested

CERTIFICATE EARNED

Platinum
Gold
Silver
Bronze
No Certificate Earned

TOTAL JOB PLACEMENTS

Job Placements

PLACEMENT BY SECTOR

Finance/Insurance
Health Care
Manufacturing
Construction
IT
Other
Unknown

WAGE AT PLACEMENT

Less than \$7.25
\$7.26-\$9.99
\$10.00-\$14.99
\$15.00-\$19.99
More than \$20.00
Unknown

HOURS AT PLACEMENT

Less than 20
20-29
30-34
35 or more
Unknown

EMPLOYER SPONSORED BENEFITS

Health insurance eligible-yes
Affordable
Offered/Declined by Client Due to Cost
Health insurance eligible-no
Buss Pass
Tuition Reimbursement
PTO/Vacation/Sick Time
Retirement (401 (k))
Other
Unknown

RETENTION

6 month retention
12 month retention
Unknown

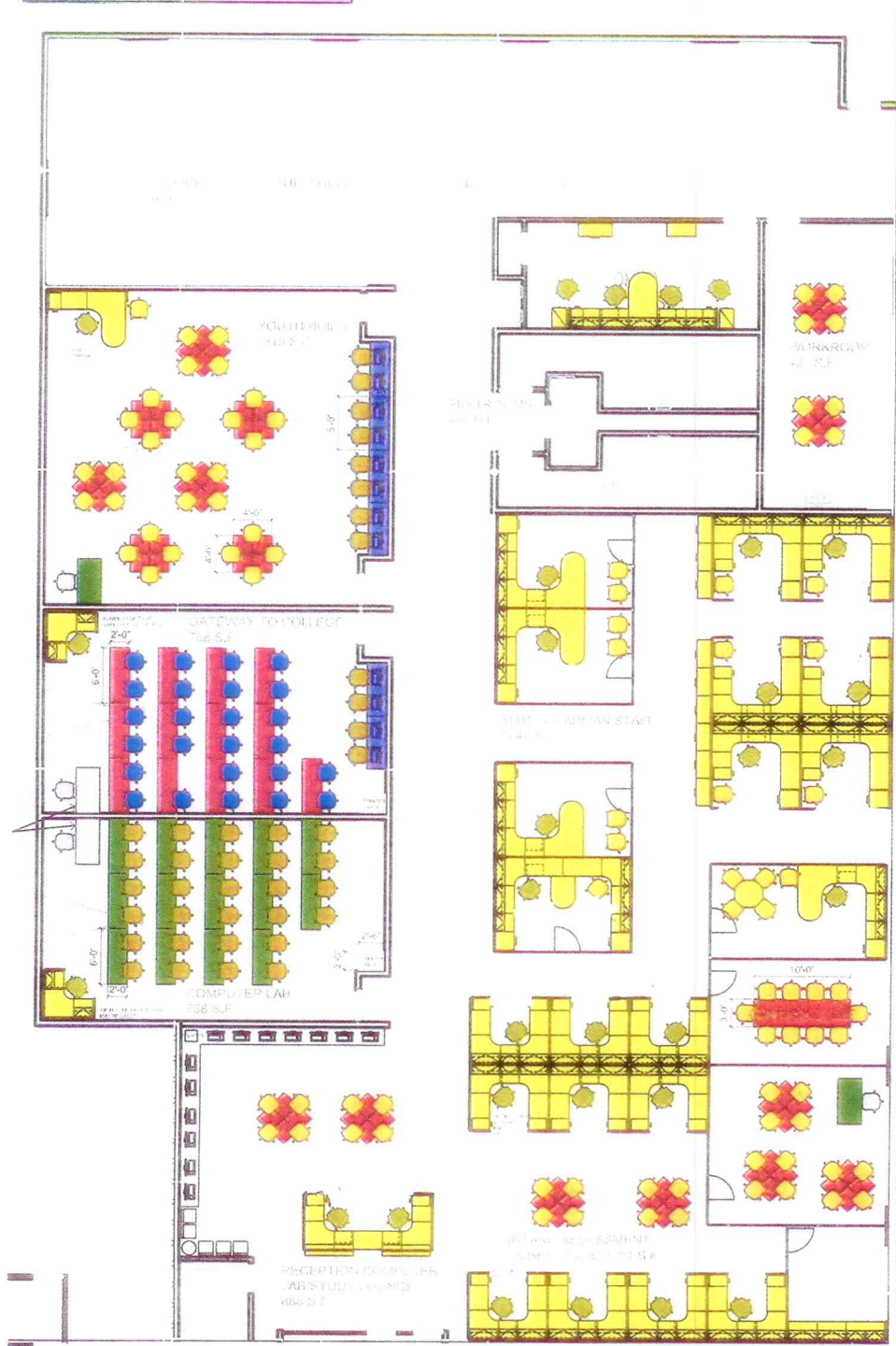
WAGES AT 6 MONTH RETENTION

Less than \$7.25
\$7.26-\$9.99
\$10.00-\$14.99
\$15.00-\$19.99
More than \$20.00
Unknown

CAREER ADVANCEMENT

Promotion
Wage gain
Increased hours
Entry into advanced education or training
Lateral promotion
Receipt of employer-sponsored benefits
other
Unknown

APPENDIX D – EVELYN K. DAVIS CENTER FOR WORKING FAMILIES FLOOR PLAN



APPENDIX E – URBAN CORE AREA MAP

