

Louisville Metro Government
American Rescue Fund
2024 - 2026 Summary
Louisville Urban League
Workforce Innovation Career Lab

The original intent of the Health Career Lab (HCL) collaborative was to strengthen the talent pipeline to bring equity and candidate volume to the health career sector by connecting program participants to upskilling, job-specific training, and ultimately, job placement, all while removing obstacles that might impact their ability to succeed. The absence of the CEOc does not remove the need for this work, both for the community and for the healthcare sector. The Louisville Urban League (LUL) can and is willing to deliver a significant portion of the work that was to be performed by Health Career Lab (HCL) if allocated the additional funds needed to cover the cost of these additional services. In order to serve those clients and in addition to the barrier removal funding, LUL would need additional funds for staffing, recruitment, job placement, and expanding our relationships with potential partners that would provide a pipeline of participants into healthcare career pathways as well as other industry sectors. These additional activities can be expansions of existing operations; LUL is an experienced and trusted provider of these services and has existing relationships with healthcare employers.

Our workforce development program is perfectly positioned to assist in job placement. In addition, LUL is an experienced provider of federally funded workforce programming. For example, we have deep roots in placement for seniors and those pursuing placement in the construction industry using federal funds requiring attentiveness to compliance, measures, and participant eligibility.

Our revised work plan includes LUL providing a pipeline of participants who naturally seek assistance from Louisville Urban League through our programs and services or are referred from other community organizations and partners. This includes supporting the Amped Russell Station project in a key way by providing resources to support job placement and significant barriers to employment that impact people from returning to work.

Obstacles can undermine successes in upskilling and career preparation. And, often new jobs cause unanticipated stresses for individuals that could threaten workforce gains. LUL can help. Barriers and obstacles often include adequate housing, transportation (*car repairs, vehicle registration, etc*), proper clothing (*interview attire, scrubs, work boots, etc*), food insecurities, or changes in child care or elder care arrangements. More profound obstacles very often include an expungeable criminal record/Second Change & Reentry, gaps in work experience, credentials, or child care arrangements. Again, Louisville Urban League will assist program participants with the removal of such barriers to employment to help ensure a more successful outcome.

In addition, Louisville Urban League will provide job placement services for individuals who may engage in Amped or other upskilling/training but who need alternate career paths. These individuals are a part of the 300 job placement plan we have identified in our proposal. Louisville Urban League will also replace some of the job placement functions that CEOc was going to do so that this effort not only produces tech jobs but other jobs, especially in the healthcare space.

LUL's existing relationship with Norton Healthcare can enable new peer employer placement connections. By expanding our network of partners, LUL would be enabled to make referrals to approved training providers that offer recognized credentials in the healthcare field and work with graduates to place them into healthcare careers with our partners. Our existing connections with healthcare employers will expand, as well as, connections to approved training providers that deliver turn-key curricula via classroom, online courses, community programs and mentorship to acquire the necessary knowledge and skills required that would lead to sustainable employment and a professional career. LUL's usage of barrier removal funding would also help to support participants enrolled in these upskilling initiatives critical to their pathways to secure employment.

Louisville Urban League will recruit individuals in, provide barrier removal services while they attend, and help with job placement when they complete Amped and other approved training courses. Our career coaches would also assist clients that have experience in the field or healthcare credentials with direct job placement and referrals to healthcare providers. Operational collaboration is designed so that participants may, as needed, intersect with other ARP-funded workforce initiatives such as the MUW financial counseling, UL upskilling, and AMPED's curricula. Referrals to ElderServe will occur when family caregiving emerges as an obstacle to workforce participation.

In order to deliver the additional services, LUL would have to increase its capacity by increasing its staff. Among other things, team members that are dedicated to this initiative would be needed to focus on developing and growing our network of partners as well as securing placement for participants. The LUL workforce team would have to add recruiters and business relationship developers to its staff. It would also require the ability to offer incentives to program participants and other general expenses to ensure more positive outcomes.

We have already been in discussion with and are excited about our role in providing fluid and accessible barrier removal support to AMPED trainees and other training providers. We are also well positioned and have a proven track record of serving more members of the community and positioning them for a higher quality of life by providing them with life changing career possibilities and job placement. We look forward to next steps in this needed and ambitious endeavor.

**American Rescue Plan
Louisville Metro Government
Project Proposal Submission Form
Request for Applications:**

Project Owner (Legal Name of Organization or Applicant): Louisville Urban League

Address of Organization or Applicant: 1535 West Broadway, Louisville, Kentucky 40203

What are the addresses where the services will be provided?

Project Contact: Lyndon Pryor

Project Contact Job Title: Interim CEO/President Louisville Urban League

Contact Email: lpryor@lul.org

Contact Phone: 502-585-4622

Project Name: Louisville Urban League Workforce Career Lab

I acknowledge receipt of the following addenda:

Addendum #1___ Addendum #2___ List any additional addenda: #_____

Tax ID/EIN ([Find your tax ID/EIN here](#)) #61-0444771

W9 ([Fillable W9 available here](#))

Upload your W9 with your application.

Attached to email

IRS Determination Letter ([Request a copy of your determination letter here](#)):

<https://www.irs.gov/charities-non-profits/eo-operational-requirements-obtaining-copies-of-exemption-determination-letter-from-irs>.)

Upload your IRS Determination Letter with your application.

Attached to email

Metro Revenue Commission Code (6-10 digits, NOT your Employer Identification Number. [Retrieve/obtain a Metro Revenue Commission Code here](#).)

Metro Revenue Commission Code #1012439498



All applicants must be registered and in good standing with the [System for Award Management](#) (SAM) to be eligible for this funding. Is your organization registered and in good standing with SAM? If yes, what is your UEI number? If you don't know your UEI number, please click link below to help find your number.

https://www.fsd.gov/gsafsd_sp?id=kb_article_view&sysparm_article=KB0041254

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If you are not registered with SAM, have you started the registration process?

Please attach the following documents to your application (as applicable):

- Board of Directors Listing
- If your organization expends \$750,000 or more in federal grant funds within a single year, please attach the organization's latest **Single Audit, including the executive letter.**
- If your organization does NOT expend \$750,000 in federal grant funds within a single year, please attach the latest **financial audit of your organization** performed by an independent audit firm below.
- If you do not have an audit to submit, please attach a **letter of explanation** as to why none is available.

Are you requesting a continuation of current funding or a new allocation? This request is for a continuation (new contract) for ARP funding.

Does the organization have sufficient capacity to lead and conduct the project without hiring new permanent staff? If not, what resources will need to be hired?

Empowerment Navigators (4 FTE); Career Coach (3FTE); Supervision (100% FTE); Finance and grants management support (25% FTE); Chief Compliance Officer (20% FTE); Chief Data Officer (20% FTE); Department Director (20% FTE)

Project Executive Summary (please specify if COVID-related. Maximum 300 words):

The Louisville Urban League (LUL) has a distinct and critical role for workforce development as a partner focused on the removal of barriers and obstacles to accelerate upskilling, advancement and placement. Louisville Urban League will provide barrier removal support for Black and other marginalized citizens impacted by COVID pandemic to upskilling initiatives that lead to credentials or certifications in fast-growth and in-demand industries that includes healthcare and other fast-growth industries.

LUL's existing relationship with Norton Healthcare can enable new peer employer placement connections. By expanding our network of partners, LUL would be enabled to make referrals to Amped and other approved training providers that offer recognized credentials in the healthcare field and work with graduates to place them into healthcare careers with our partners. Our existing connections with healthcare employers will expand, as well as, connections to approved training providers that deliver turn-key curricula via classroom, online courses, community programs and mentorship to acquire the necessary knowledge and skills required that would lead to sustainable employment and a professional career. LUL's usage of barrier removal funding would also help to support participants enrolled in these upskilling initiatives critical to their pathways to secure employment.

LUL is prepared to "run tackle" to get people placed in the various council districts in jobs and to eliminate major barriers to employment that could threaten their upskilling or job placement



progress. For low-income job seekers and those experiencing reentry from correctional institutions it's very challenging to navigate the system. Limited access to education and training, inadequate transportation, food insecurity, housing, the inability to afford childcare and professional attire, and other workforce barriers are just a few of the critical barriers that LUL will work to find solutions to for clients seeking to secure sustainable employment.

Recognizing this, barrier removal funding, adequate career coaching and case management are essential tools needed to lift up these job seekers while they upskill to get them fully prepared to enter and succeed in the workplace. LUL will provide job placement and barrier removal support.

Problem Statement (include issue and population served by project. (Maximum 200 words):

Healthcare sector employers have voiced concerns about immediate and near future workforce needs, and their self-awareness as to the lack of equity and opportunity to ensure their future workforce reflects the diversity and talents of the community. As a parallel, data shows that in many Qualified Census Tracts, workforce participation is persistently low and unemployment trends are triple the country rate. LUL is uniquely positioned to bring these constituents together, filling jobs and creating career connections. This takes a tailored effort. There are major and growing mismatches between workers and healthcare, construction, and IT jobs. Credentials move families from poverty to security in high-growth sectors and healthcare and construction are regional employment flagships. LUL will bridge the skills mismatch by ensuring barriers to upskilling and job attainment are removed. Louisville is noted for its extraordinary healthcare sector, and is facing an epic infrastructure boom as federal resources rewrite our future. The future is uncertain unless an interdisciplinary and collaborative effort addresses forecasted staffing needs while simultaneously ensuring that racial and economic equity are at the forefront of a massive strategy to upskill, recruit, and promote careers. LUL is ready to pivot to meet the barriers clients face that keep them from moving forward in securing jobs, especially in sectors essential to community security.

Goal/Outcomes Statement (Maximum 150 words):

The primary goal of this initiative is to upskill individuals and increase jobs in the healthcare sector which will support household income in Qualified Census Tracts that can contribute to family stability, asset building, and community revitalization as part of regional economic recovery from the COVID-19 pandemic. We anticipate providing barrier removal not exceeding 200 participants annually or 600 participants for the three-year term of the initiative, and job placement for 300 participants over the three-year period.

Impacts from this investment are cumulative and will benefit Louisville for generations. Every participant will benefit from an assessment inclusive of workforce trajectories, assessments may also forecast barriers and opportunities hence the resources requested for wrap-around /navigation services and leveraged financial skill building. Aggregate assessments of these barriers will inform workforce development strategies to increase representation and equity. Black and other minority participants will be introduced to new opportunities in the multiple sectors where they are significantly underrepresented.

Please briefly explain what actions/steps your project proposes to address the above-stated problem (Maximum 150 words):

LUL will act as a continuous learning partner in service to the community so that the workforce landscape better reflects the diversity and talents of the community it serves. Equity is essential to success.

Activities will include:



1. Support to messaging and outreach to facilitate fair and equitable access to workforce opportunities in high demand careers related to training, careers, and promotion;
2. Expansion of LUL's capacity in Empowerment Navigation and related provision of barrier removal and wrap-around services to project constituents;
3. Data collection related to barrier removal provide optimized conditions for project constituents' successes using LUL's client management system and the United Communities platform for referrals;
4. Essential skills to support upskilling participants, as needed.
5. Expansion of LUL's capacity in Career Coaches and related provision to ensure job placement to support 300 clients for the term of the initiative.

How soon after signing a grant agreement can your project begin serving target populations and addressing the problem(s) described above? What is the anticipated duration of this project?

LUL is currently providing job placement and barrier removal services. We recognize the need to help with job placement so the League has taken on this role to ensure a smooth and necessary transition of the project. Planned job placement and barrier removal impact will be achieved by December 31, 2026.

The pandemic's financial impact on Louisville's low-wealth families can be neutralized if there is fair and equitable access to federal resources that can enable fast-track healthcare job placement and streamlined upskilling. Residents in Louisville's Qualified Census Tracts will gain fair shares of the new economic opportunities happening in healthcare and other in-demand industries. Workforce recovery in QCTs that runs parallel to neighborhood revitalization and economic growth in this key sector will require a better-than-ever coordinated approach with collaboration and intentional strategies for equity and fairness that intentionally include Black leadership and community. Special efforts are needed for those experiencing reentry from correctional institutions or who have experienced pandemic hardships. ARP resources invested in Louisville's workforce development environment will make a generational difference in approaching a talent development scale that parallels recent strides in economic development.

Does this project directly support COVID-19 pandemic related recovery? If yes, please explain.

COVID-impact on the health and wealth of the Black national and regional community is shared weekly via Leadership Team Meetings and tactical shifts are made to accommodate the changing and lethal impact of increasing poverty and community health. The LUL Center for Workforce COVID Response directly supports pandemic-related recovery because it brings the impact of strategic workforce development resources into QCTs in partnership with residents, partners, employers, and other stakeholders.

As the pandemic began, LUL was under construction at the Sports & Learning Center site and kick-starting integrated services connecting financial counseling with new home development. Our workforce and job development was at its zenith and job holders were engaging in integrated services and attaining assets. The needle was moving on chronic poverty. Then the pandemic hit. LUL workforce development was most successful throughout the pandemic when specialized training synergized with concentrated barrier removal.

The League is high-performing across each of its pillars; Jobs, Justice, Education, Health, Housing, and Black Business. In the past seven years, the Louisville Urban League team has: placed 2,237 men and women in jobs, representing almost \$54 million in new wages. LUL launched a construction training program, which has graduated 498 trainees. LUL, itself, created 353 construction jobs while building the Sports & Learning Center.

LUL's workforce development and navigation team will support those engaged in employment initiatives as they stabilize and set goals for upskilling and career formation. For those already in the sector, LUL will be an informed



partner identifying barriers to credentialing or other skills gains opportunities.

The Louisville Urban League assists African Americans and those at the margins in attaining social and economic equality and stability through direct services and advocacy. For more information, go to lul.org or follow us on Facebook, Twitter (@louisvilleUL), or Instagram (@louisville_ul).

Evidence Basis for the Project

The US Treasury department encourages the use of SLFRF funds for evidence-based interventions: (<https://home.treasury.gov/system/files/136/SLFRF-Compliance-and-Reporting-Guidance.pdf#page=26>)

Please describe the evidence base for the interventions proposed by this project. (Maximum 200 words). Include links if possible.

LUL is a major leader in workforce job placement and barrier removal strategies that meet people where they are. A keystone of thinking and planning has been A Path Forward for Louisville, a powerful strategy demanding recalibration of investment to attain equity and greater shared economic growth. We know there is a disproportionate negative impact to Black workers in high demand sectors as automation and AI impacts accelerate. In addition to upskilling, there is a major emphasis in changing lives as Qualified Census Tracts change with unprecedented investment, including healthcare investment as Louisville's newest hospital breaks ground and several clinics, one of them at the LUL Sports & Learning Center, are developed. These facilities need staffing, as does every regional healthcare facility and other sector employers.

<https://lul.org/publications/annualreports>
<https://apathforward4lou.org>

<https://lul.org/portfolio-items/pathplan/?portfolioCats=8202%2C8203>

<https://lul.org/portfolio-items/2018-state-of-black-louisville-report/?portfolioCats=8202%2C823>

<https://www.epi.org/publication/black-workers-covid/#:~:text=Black%20workers%20saw%20slightl y%20greater,jobs%20between%20February%20and%20April>

<https://metropolitanhousing.org/> (State of Metro Hsg)

<https://greaterlouisvilleproject.org/factors/racial-geography/>

<https://www.greaterlouisvilleproject.org/deep-drivers-of-change/21st-century-jobs/>

<https://www.greaterlouisvilleproject.org/factors/multidimensional-poverty/>

How will this project define and measure success?

Success will be measured by job placement and work-related barriers, which includes linking Louisville's underserved and underrepresented populations with career pathways in high demand sectors that lead to increased earnings and economic mobility while growing the workforce needed for economic recovery and growth. To that end, this proposal lays out specific KPIs that track and measure this success including the number of individuals who are assessed and enrolled in training and career services programs, the number of individuals receiving wrap around case management assistance and barrier removal support, and the number of individuals who advance their careers through job placement. These successes will be measured and reported on utilizing the LUL Salesforce Database.



Amount of Funding Requested: \$ 3,306,875.00 to provide critical case management, job placement, barrier removal, and general career services

Based on your current cash flow, how you will handle the reimbursement of funds, which initially may take up to 4 months for funds to be reimbursed? Once you get the first reimbursement the funds should be available on a monthly schedule, based on the submission of sufficient documentation:

Louisville Urban League has the financial capacities to manage expenditures for several months as Louisville Metro Government completes administrative stages. LUL, as a federally funded contractor will meet the requirements for sufficient documentation to enable timely reimbursements. Louisville Urban League is an experienced fiscal administrator of federal funds, has sound fiscal integrity, and is ensuring sufficient capacities to serve as a recipient of additional federal funds. As demonstrated and documented within its audits, accountability of expenditures of funds are in compliance with OMB circulars, WIOA, and federal regulations and state policies. LUL maintains proper accounting records and adequate documentation and has demonstrated capacities to prepare financial reports aligned with grantor standards. LUL is fully capable of conducting compliant procurement functions; obtaining written agreements; and conducting financial monitoring of its own records and those of subrecipients/service providers. LUL annually conducts an independent audit of all its employment and training programs and cooperates with multiple program and fiscal audits and performance reviews conducted by public and private grantors.



American Rescue Plan Work Plan

This is a high-level work plan. Upon acceptance of the proposal, a more detailed work plan will be required.

ORGANIZATION NAME:	The Louisville Urban League, Inc.
OUR MISSION:	Louisville Urban League assists African Americans and other marginalized populations in attaining social and economic equality through direct services and advocacy.
WHAT SERVICE(S) YOUR ORGANIZATION PROVIDE:	<p>The Louisville Urban League (LUL) provides comprehensive programs and services to Black and other marginalized populations. The COVID-19 pandemic has had wide-ranging industry-level impacts on our community's workforce, with the largest impacting "high-contact" service industries - healthcare, construction; wholesale and retail; transportation and storage; hospitality and food services; arts, entertainment and recreation; and many others.</p> <p>LUL has a distinct and critical role in workforce development as a partner focused on job placement and removing barriers and obstacles to accelerate upskilling and advancement in the workplace. LUL will provide job placement and barrier removal support for citizens impacted by the pandemic to enhance critical skills and upskilling initiatives that lead to credentials or certifications in fast-growth and in-demand industries with a high level of focus on healthcare and other high growth industries that provide livable wage opportunities. As participants work to get upskilled with AMPED and other LUL-approved training providers that deliver turn-key curricula via classroom, online courses, community programs, and mentorship to acquire the necessary knowledge and skills required to land a job, LUL will intervene as major barriers arise and could potentially threaten their upskilling or job placement progress.</p> <p>LUL will provide strong case management and barrier removal support to lift re-entry and low-wage job seekers while they upskill to prepare them to enter and succeed in the workplace. Limited access to education and training, inadequate transportation, food insecurity, housing, and the inability to afford childcare, professional attire, technology tools and other workforce barriers are just a few of the critical barrier services that LUL will work to identify solutions and dismantle.</p> <p>Background</p> <p>The Louisville Urban League (LUL) is a nonprofit, nonpartisan community service organization dedicated to eliminating racism and its adverse impacts. In 1920, LUL was founded as one of many National Urban League affiliates. The agency's strategic program focus is on Jobs, Justice, Education, Health, and Housing and on policies and advocacy that will create more equity and opportunity. In summary, 84% of program participants are Black, and 58% are women. Almost all households served are of low income (under 80% area median income; 77% of households are at 50% AMI. Programs are open to all, but 62% are residents of historically Black neighborhoods. LUL's Center for Workforce Development meets community needs through online and in-person job counseling, specialized training, essential skills forum sharing, and tailored programs. Over half of CWD's program participants have reentry barriers, requiring deeper wraparound services and special connections to second-chance employers.</p> <p>LUL administration is an experienced federal funds subrecipient, particularly in workforce development. LUL's Urban Seniors Jobs Program</p>

	<p>is a federally funded initiative aiding 124 mature trainees annually with training stipends and placements in Host Agencies for job shadowing. Kentuckiana Builds is a construction training partnership funded through Workforce Innovation Opportunity Act entitlement funds from KentuckianaWorks and the Commonwealth of Kentucky.</p>
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IMPLEMENTATION	
<p>HOW WILL YOU IMPLEMENT THE STRATEGY FOR THE GRANT?</p>	<p>The Louisville Urban League has experience, program framework, curricula, and administrative stewardship needed to implement workforce development-informed job coaching, placement, and barrier removal strategies. LUL will use ARP funding to build capacity to deliver job placement and barrier removal services outlined in the proposal, as well as, expand its referral system to leverage ARP resources.</p> <p>To reach the scale anticipated for maximum impact, LUL anticipates that its service portfolio for barrier removal will be 200 participants annually or 600 participants for the three-year term of the initiative. Its anticipated service portfolio for job placement is 300 participants over the three-year period. LUL's experienced team is ready to work with re-entry and low-wage job seekers to break down the significant barriers these participants face. In addition, LUL uses a Salesforce-based participants management system, is an "MOU" partner to the local workforce investment board, and has engaged with the United Communities referral system--all important to the long-term success of a healthy workforce collaboration.</p>
<p>WHAT ARE THE PRIMARY AND SECONDARY GOALS FOR THE PROPOSAL?</p>	<p>The primary goal of this initiative is to increase employment in the healthcare sector which will support household income in labor market trends that can contribute to family stability, asset building, and community revitalization as part of regional economic recovery. We anticipate providing barrier removal for 200 participants annually or 600 participants for the three-year term of the initiative, and job placement for 300 participants over the three-year period. This includes supporting Amped Russell Station project with job placement and barrier removal.</p> <p>Our secondary goal is to realign the regional workforce development infrastructure so equity-building strategies are intentional in healthcare and other in-demand sectors. LUL has a deep institutional understanding of the trauma of racism, poverty, and discrimination. Our programs and integration strategies are built on data analyzed over years of intensive workforce development success. Operational collaboration is designed so that participants may, as needed, intersect with other ARP-funded workforce initiatives such as the MUW financial counseling, UL upskilling, and AMPED's curricula. Referrals to ElderServe will occur when family caregiving emerges as an obstacle to workforce participation.</p>
<p>WHO AT YOUR ORGANIZATION WILL BE RESPONSIBLE FOR PROJECT MANAGEMENT?</p>	<p>Betty J. Fox, Director of the League's Center for Workforce Development, will be responsible for project management. Overseeing and adding capacities to that duty will be the agency's officer team, including Lyndon Pryor, Interim President and CEO; Angela Wilson, Director of Health Education; Anthony Leachman, CPA and Chief Financial Officer; and Chabela Sanchez, Chief Data Officer.</p>

WHAT TOTAL RESOURCES ARE REQUIRED TO COMPLETE TASKS?	Enabled by the strong administrative platform of Louisville Urban League, including its facilities, board of governance and executive leadership, and finance department, the resources needed to complete tasks are \$3,306,875 which will be invested in project staffing for job placement, barrier removal, operational support, and administration.
HOW LONG DO YOU ESTIMATE THE WORK WILL TAKE TO COMPLETE THE PROPOSAL?	LUL expects to complete job placement and barrier removal services by December 31, 2026. LUL will expedite operations should opportunities arise with no loss of quality or impact.
WHAT IS THE OUTCOME YOU EXPECT TO ACHIEVE?	<p>Impacts from this investment are cumulative and will benefit Louisville for generations. Up to 600 participants will address and successfully mitigate barriers which will lead to upskilling and providing services to help them move toward landing a job. 300 participants will be placed in positions paying competitive wages in a sector that will continue to expand in regional importance.</p> <p>Participant will participate in initial assessments inclusive of previous workforce experience, credentials, and workforce trajectories. Gap analysis arising from assessments will create Individual Development Profile to inform future upskilling and/or credentialing.</p> <p>Assessments will also forecast barriers and opportunities hence the resources requested for wrap-around /navigation services and leveraged financial skillbuilding. Black and other minority participants will be introduced to new opportunities primarily in healthcare and other in-demand sectors where they are significantly underrepresented.</p>

WORK PLAN MILESTONES	
WHAT ARE THE MAJOR MILESTONES FOR THE PROPOSAL? WHAT ARE THE ACTIVITIES NEEDED TO ACHIEVE THE MILESTONE AND THE ESTIMATED TIMELINE.	
MILESTONE 1	Launch LUL's Partner Relationship Strategy
ACTIVITIES	<p><u>Program Continuation & Expansion Plan</u></p> <ul style="list-style-type: none"> ● Revise budget and workplan and submit to Louisville Metro Government by November 6, 2023. ● Secure partnership agreements with key stakeholders that provide upskilling and training credentials for fast growth and in demand skills needed for participants to secure employment. ● Secure MOU's with community partners that provide high-impact training resources and barrier removal support. ● Expand messaging to inform key stakeholders, community partners and participants on apprenticeships and workforce career development opportunities. ● Refine grant reporting requirements workflows.

	<ul style="list-style-type: none"> ● Continue to serve participants ● Intake/training/post case management-outcome tracking ● Monthly internal progress assessments ● Ongoing operations
HUMAN RESOURCE NEEDS	<p>For both Milestone 1 and 2:</p> <ul style="list-style-type: none"> ● Empowerment Navigators (3 FTE) ● Supervision (100% FTE) ● Finance and grants management support (.25% FTE) ● Career Coach (3 FTE)
ESTIMATE DURATION (INCLUDING START AND END DATE)	<p>Start: November 2023</p> <p>End Date: Ongoing to project duration 12/31/2026</p>
BUDGET ESTIMATE	<p>Initial 1-month cost: \$179,744</p> <p>Initial 12-month cost: \$1,258,206</p> <p>Three-year cost: \$ 3,306,875.00</p> <p>Leverage: \$0</p>
MILESTONE 2	<p>LUL will act as a continuous learning partner in service to the community and future industry sector//industry employers to better reflect the diversity and talents of the community it serves. Equity is essential to success.</p>
ACTIVITIES	<p>-Support to messaging and outreach to facilitate fair and equitable access to multiple workforce opportunities in healthcare and other high demand careers related to training, and job coaching promotion;</p> <p>-Expansion of LUL's capacity in Empowerment Navigation and related provision of barrier removal and wrap-around services to project constituents;</p> <p>-Expansion of LUL's capacity in job placement services to project constituents;</p> <p>-Data collection related to barrier removal provide optimized conditions for project constituents' successes using LUL's participant management system and the United Us platform for referrals</p> <p>-Provide 12 essential skills (<i>communication, problem-solving, teamwork, etc</i>) sessions annually to support upskilling 360 or more participants, as needed over the 3-year initiative</p> <p>-Enroll 60 or more participants in a workforce upskilling training program that earns a certification, certificate or professional credential over the 3-year initiative</p> <p>-Support up to 340 AMPED training participants with barrier removal support and job placement for individuals pursuing healthcare careers outside of IT.</p>

	-Support up to 15 - 20 participants seeking higher level credentials/degrees needed to advance or secure better career opportunities.
HUMAN RESOURCE NEEDS	For both Milestone 1 and 2: Empowerment Navigators (3 FTE) Career Coach (3FTE) Supervision (100% FTE) Finance and grants management support (25% FTE) Chief Data Officer (20% FTE) Department Director (20% FTE)
ESTIMATE DURATION (December 1, 2023 through December 31, 2026)	Start: Month 2 after continuation of project; End Date: Ongoing to project duration 12/31/2026
BUDGET ESTIMATE	12-month cost: \$1,078,463 Subsequent 12-month Cost: \$1,078,463 Three-year cost: \$ 3,306,875.00 Leverage: \$0

Organization: The Louisville Urban League, Inc.
 Project: Workforce Innovation Lab, four-year budget

Enter data into shaded cells. Others are protected.

Total Budget

Total Cost of the Project	Amount of this grant agreement	Other Metro Funding	Other Agency Funding
\$ 3,306,875.00	\$ 3,306,875.00		\$ -

CATEGORY: PERSONNEL

Position	Grant Duties	Hourly Wage	Total hours paid during period	% of time on project	Total Cost	This Grant	Other Metro Funding	Other Agency Funding
Empowerment Navigator #1	Client counseling; service navigation, barrier removal, data collection/analysis	\$ 30.00	6000	100.00%	\$ 180,000.00	\$ 180,000.00		\$ -
Empowerment Navigator #2	Client counseling; service navigation, barrier removal, data collection/analysis	\$ 30.00	6000	100.00%	\$ 180,000.00	\$ 180,000.00		\$ -
Empowerment Navigator #3	Client counseling; service navigation, barrier removal, data collection/analysis	\$ 30.00	6000	100.00%	\$ 180,000.00	\$ 180,000.00		\$ -
Career Coach #1	workforce development-informed recruitment, job placement	\$ 30.00	6000	100.00%	\$ 180,000.00	\$ 180,000.00		\$ -
Career Coach #2	workforce development-informed recruitment, job placement	\$ 30.00	6000	100.00%	\$ 180,000.00	\$ 180,000.00		\$ -
Career Coach #3	workforce development-informed recruitment, job placement	\$ 30.00	6000	100.00%	\$ 180,000.00	\$ 180,000.00		\$ -
Supervisor /Job Developer	Data collection/quality control; reporting	\$ 50.00	6000	100.00%	\$ 300,000.00	\$ 300,000.00		\$ -

Chief Data Officer	Supports access to LUL Salesforce data management system	\$ 50.00	6000	20.00%	\$ 60,000.00	\$ 60,000.00		\$ -
Department Director	Ensures integration with CWD programming	\$ 50.00	6000	20.00%	\$ 60,000.00	\$ 60,000.00		\$ -
LUL Accountant/Grant Administrator	Supports expense tracking, grant analysis; prepares invoices;	\$ 32.00	6000	25.00%	\$ 48,000.00	\$ 48,000.00		\$ -
					\$ -			\$ -
Chief					\$ 1,548,000.00	\$ 1,548,000.00	\$ -	\$ -

CATEGORY: FRINGE BENEFITS (inc. payroll taxes and other personnel expenses)

Position	Expenses Detail	Total per pay period	# of pay periods	% of time on project	Total Cost	This Grant	Other Metro Funding	Other Agency Funding
Empowerment Navigator #1	SS, payroll tax, state tax, Health, Dental, life insurance, workers	\$ 562.50	80	100%	\$ 45,000.00	\$ 45,000.00		\$ -
Empowerment Navigator #2	SS, payroll tax, state tax, Health, Dental, life insurance, workers	\$ 562.50	80	100%	\$ 45,000.00	\$ 45,000.00		\$ -
Empowerment Navigator #3	SS, payroll tax, state tax, Health, Dental, life insurance, workers	\$ 562.50	80	100%	\$ 45,000.00	\$ 45,000.00		
Career Coach #1	SS, payroll tax, state tax, Health, Dental, life insurance, workers	\$ 562.50	80	100%	\$ 45,000.00	\$ 45,000.00		
Career Coach #2	SS, payroll tax, state tax, Health, Dental, life insurance, workers	\$ 562.50	80	100%	\$ 45,000.00	\$ 45,000.00		

Career Coach #3	SS, payroll tax, state tax, Health, Dental, life insurance, workers	\$ 937.50	80	25%	\$ 18,750.00	\$ 18,750.00		
Supervisor /Job Developer	SS, payroll tax, state tax, Health, Dental, life insurance, workers	\$ 187.50	80	100%	\$ 15,000.00	\$ 15,000.00		
Chief Data Officer	SS, payroll tax, state tax, Health, Dental, life insurance, workers	\$ 187.50	80	20%	\$ 3,000.00	\$ 3,000.00		\$ -
Department Director	SS, payroll tax, state tax, Health, Dental, life insurance, workers	\$ 187.50	80	20%	\$ 3,000.00	\$ 3,000.00		\$ -
LUL Accountant/Grant Administrator	SS, payroll tax, state tax, Health, Dental, life insurance, workers	\$ 150.00	80	25%	\$ 3,000.00	\$ 3,000.00		
8					\$ -			\$ -
Total Fringe Benefits					\$ 267,750.00	\$ 267,750.00	\$ -	\$ -

CATEGORY: CONTRACTUAL**Contractual Labor**

Contractual Position	Grant Duties	Hourly Rate	Total hours paid during period	% of time on project	Total Cost	This Grant	Other Metro Funding	Other Agency Funding
					\$ -			\$ -
					\$ -			\$ -
					\$ -			\$ -
					\$ -			\$ -
					\$ -			\$ -
					\$ -			\$ -
					\$ -			\$ -

Other Contractual Expenses

Contractual Expense	Purpose	Total Cost	This Grant	Other Metro Funding	Other Agency Funding
Outreach and Communications	LUL social and earned media support	\$ 37,500.00	\$ 37,500.00		\$ -
Tutoring and Essential Skills Support	Essential Skills traing and resume support	\$ 105,000.00	\$ 105,000.00		\$ -
Client Management System Support	Salesforce annual licenses (Two Navigators, Supervisor, Chief Impact Officer)	\$ 12,000.00	\$ 12,000.00		\$ -
		\$ -	\$ -		\$ -

					\$ -
Total Contractual Expenses		\$ 154,500.00	\$ 154,500.00	\$ -	\$ -

CATEGORY: EQUIPMENT

Equipment = items worth \$5,000+ each. In narrative, provide plans for disposition of equipment after grant period ends

Description	Project Purpose	Estimated Cost per Unit	Number of Units	Total Cost	This Grant	Other Metro Funding	Other Agency Funding
				\$ -			\$ -
				\$ -			\$ -
				\$ -			\$ -
				\$ -			\$ -
				\$ -			\$ -
				\$ -			\$ -
Total Equipment Costs				\$ -	\$ -	\$ -	\$ -

CATEGORY: SUPPLIES

Description	Project Purpose	Total Cost	This Grant	Other Metro Funding	Other Agency Funding
					\$ -
					\$ -
					\$ -

					\$ -
					\$ -
					\$ -
					\$ -
Total Supply Costs		\$ -	\$ -	\$ -	\$ -

CATEGORY: TRAVEL

Travel Expense	Purpose	Total Cost	This Grant	Other Metro Funding	Other Agency Funding
Milage reimbursement	Business development, barrier removal, and career faies, etc.	\$ 5,000.00	\$ 5,000.00		\$ -
Professional Dev.	Development Training	\$ 5,000.00	\$ 5,000.00		\$ -
					\$ -
					\$ -

					\$ -
					\$ -
Total Travel Costs		\$ 10,000.00	\$ 10,000.00	\$ -	\$ -

CATEGORY: OTHER

Other - Facility Rent

Facility Name and Address	Project Purpose. Specify if new	Rent per month	Number of months	% usage on project (provide method in narrative)	Total Cost	This Grant	Other Metro Funding	Other Agency Funding
Louisville Urban League					\$ 25,000.00	\$ 25,000.00		\$ -
Norton's Sports and Learning Complex					\$ 25,000.00	\$ 25,000.00		\$ -
					.			\$ -
					\$ -			\$ -

Other: Facility Utilities

Facility Name and Address	Purpose, Types of Utilities	Estimated Utilities per month	Number of months	% usage on project (provide method in narrative)	Total Cost	This Grant	Other Metro Funding	Other Agency Funding
					\$ -			\$ -
					\$ -			\$ -
					\$ -			\$ -
					\$ -			\$ -

Other: Client Assistance

Form of Assistance	Description	Projected # Participants	Projected Average \$ Amount per Participant	Total Cost	This Grant	Other Metro Funding	Other Agency Funding
Barrier removal	Direct assistance to participants	600	\$ 1,600.00	\$ 960,000.00	\$ 960,000.00		\$ -
				\$ -			\$ -
				\$ -			\$ -
				\$ -			\$ -
				\$ -			\$ -

Other Project Expenses

Expense	Purpose	Total Cost	This Grant	Other Metro Funding	Other Agency Funding
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
Total Other Expenses		\$ 1,010,000.00	\$ 1,010,000.00	\$ -	\$ -

CATEGORY: INDIRECT COSTS

Must be based on federal negotiated indirect rate agreement or de minimis rate of 10% of modified total direct costs in accordance with 2 CFR 200.414. Calculate manually, since rate is multiplied by modified total direct costs, not total project budget.

Indirect Rate %	Total Indirect Costs	This Grant Indirect Costs	Other Metro Indirect
10%	\$ 316,625.00	\$ 316,625.00	

REMAINING UNACCOUNTED FOR:	\$ -	\$ -	\$ -	\$ -
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If there are any amounts in the "remaining unaccounted for" fields, you must revise your budget.

BUDGET NARRATIVE: Please include any comments or notes regarding the budget if needed

The Louisville Urban League, Inc., as a project contractor, will use the \$ 3,306,875 ARP resource to provide staffing, barrier removal through prescriptive service navigation. Efficiencies are enabled thanks to existing workforce development infrastructure and LUL's strong stewardship and federal grants management capacities. Barrier removal funding will be leveraged using other community philanthropy. Staffing will include Empowerment Navigators (3 FTE), Career Coaching (3 FTE), supervision (100% FTE), finance and grants management support (0.25% FTE). Grant funded activities will include 1) the support for messaging and outreach to facilitate fair and equitable access to workforce opportunities in healthcare careers related to training, careers, and promotion; 2) expansion of LUL's capacity in Empowerment Navigation and related provision of barrier removal and wrap-around services to project constituents; 3) data collection related to barrier removal to provide optimized conditions for project constituents' successes using LUL's client management system and the United Communities platform for referrals; 4) Essential skills support to constituents and 5) expansion of LUL's capacity in Career Coaches and related provision to ensure job placement to support 300 clients for the term of the initiative. In anticipating the profound barriers and service needs of an underrepresented community, LUL anticipates its service portfolio will not exceed 200 participants annually and/or 600 constituents for the three-year term of the initiative.

Projected Expenditure Timeline

Notes	Time Period Start	Time Period End	Forecasted Expenses	Running Total	Percent Expended
Start up	12/1/2023	12/31/2023	\$ 179,744	\$ 3,030,312	92%
Service to up to 200 upskilling clients.	1/1/2024	12/31/2024	\$ 1,258,206	\$ 3,074,890	93%
Service to up to 200 upskilling clients.	1/1/2025	12/31/2025	\$ 1,078,463	\$ 1,964,651	59%
Service to up to 200 upskilling clients.	1/1/2026	12/1/2026	\$ 1,078,463	\$ 1,078,463	33%
				\$ 1,078,463	33%

				\$ 1,078,463	33%
				\$ 1,078,463	33%
				\$ 1,078,463	33%
				\$ 1,078,463	33%
				\$ 1,078,463	33%
				\$ 1,078,463	33%
				\$ 1,078,463	33%
				\$ 1,078,463	33%
				\$ 1,078,463	33%
				\$ 1,078,463	33%

37500

**EXHIBIT A
WORK PROGRAM AND
BUDGET**

Louisville Urban League KPI Logic Model

**LOUISVILLE URBAN LEAGUE KEY
PERFORMANCE INDICATOR LOGIC MODEL**

Previous Project with CEOc's Involvement Explanation:

In our initial plan CEOc was providing a pipeline of candidates and trainees to LUL who then underwent a barrier assessment to receive career support services from the Louisville Urban League including barrier mitigation. CEOc via the Health Career Lab was working with healthcare employers to identify positions, required credentials, and negotiating placement.

As LUL absorbs these duties, our program expansion builds on decades of relationships with area healthcare employers, especially with Norton Healthcare--the naming sponsor of LUL's Norton Healthcare Sports and Learning Center (at 3029 West Muhammad Ali Blvd.). HCL's soft skills series, STARS, resembles LUL's mature essential skills programming which we will implement with HCL candidates.

As a result of the elimination of the CEOc, the Louisville Urban League would be able to continue the work of the Health Career Lab, if we were allocated additional funds to cover the cost of recruitment, job placement and pipelining participants into healthcare career pathways. However, we are continuing to provide barrier removal support to AMPED trainees and other partner training organizations.

Outstanding Expense: LUL has submitted July, August and September invoices for reimbursement through the SMARTSheet app, totaling \$58,000. To date, we have not received payment for any of the invoices submitted. The staffing infrastructure is in place. November and December expenses are being incurred as recruited staff members prepare to resume direct customer contact. LUL was already working with more than 100 candidates who want to enter the healthcare sector and are ready for training.

New Project: Louisville Urban League Workforce Innovation Career Lab

Resources: Louisville Metro Government will provide \$ 3,306,875.00 to LUL over the period of the grant ending December 2026. LUL leverages an additional \$308,868 and extends its workforce and navigation capacities to implement an equity-driven barrier mitigation project.

Activities:

LUL will act as a continuous learning partner in service to the community and future employers so that the sector/industry better reflects the diversity and talents of the community it serves. Equity is essential to success. Healthcare employers are aware that future workforce success is entirely dependent on greater racial and gender equity at all levels of their organizations.

Activities will include:

1. Support to messaging and outreach to facilitate fair and equitable access to workforce opportunities in healthcare and other high demand careers related to training, job coaching and promotion;
2. Expansion of LUL's capacity in Empowerment Navigation and related provision of barrier removal and wrap-around services to project constituents;
2. Expansion of LUL's capacity in Career Coaches and related provision to ensure job placement to support 300 clients for the term of the initiative.

<p>4. Data collection related to barrier removal provide optimized conditions for project constituents' successes using LUL's client management system and the United Us platform for referrals</p> <p>5. Essential skills to support upskilling participants, as needed.</p>		
Output Performance Indicators		
Output Measure	Output Target Number	Output Data Source
Help healthcare and industry sector training participants receive career coaching, and navigation/barrier removal services, as well as, connect, enroll, and complete Amped and other approved workforce training programs that enhance essential skills and earn an industry recognized credential, certification, or certificate	Provide career assessment and enrollment for up to 200 participants annually/three years; Up to 600 enrolled/assessed for the duration	LUL Salesforce Database
Up to 600 participants will address and successfully mitigate barriers	600 participants receiving barrier removal support	LUL Salesforce Database
Outcome Performance Indicators		
Outcome Measure	Outcome Target Number	Outcome Data Source
Up to 300 participants will be successfully placed in employment	300 participants (100 annually) receiving job placement	LUL Salesforce Database

Louisville Urban League (LUL) Workplan:

Deliverables by 12/2024:

1. Outreach/promotion of program availability; enrollment/eligibility assessments followed by career readiness assessments and support for barrier removal for approximately 200 participants including Amped, UL trainees.
2. Support barrier removal for participants engaged in healthcare and other in-demand training or industry credentialed training programs, as well as, those receiving job coaching services through Louisville Urban League. Top anticipated barriers that will be addressed by the LUL include (but are not limited to) the following:
 1. Transportation
 2. Housing
 3. Food insecurity
 4. Family care/childcare
 5. Upskilling/Training
 6. Technology tools

Other barriers as determined by the expertise and experience of the LUL team.

3. Job Placement for up to 100 participants engaged in workforce training programs and/or seeking employment in healthcare or high demand careers that lead to livable wage jobs.
4. Create messaging/outreach efforts for the purposes of participant recruitment in support of AMPED and other approved training providers.

Project Timeline and Milestones

November – December: Program Continuation Plan

- Revise budget and workplan and submit to Louisville Metro Government by November 6, 2023.
- Refine grant reporting requirements workflows.

Program Year: 1/1/2024 – 12/31/2024

- Provide barrier removal support to approximately 200 participants as needed
- Job Placement for approximately 100 participants engaged in workforce training programs and/or seeking employment in healthcare or high demand careers that lead to livable wage jobs.
- Support messaging to promote awareness of the program for participant recruitment efforts
- Data collection, monitoring, and reporting
- Funds obligated to continue contract through remainder of grant period

Program Year: 1/1/2025 – 12/31/2025

- Provide barrier removal support to approximately 200 participants as needed
- Job Placement for up to 100 participants engaged in workforce training programs and/or seeking employment in healthcare or high demand careers that lead to livable wage jobs.
- Support messaging to promote awareness of the program for participant recruitment efforts
- Data collection, monitoring, and reporting
- Funds obligated to continue contract through remainder of grant period

Program Year: 1/1/2026 – 12/31/2026

- Provide barrier removal support to approximately 200 participants as needed
- Job Placement for approximately 100 participants engaged in workforce training programs and/or seeking employment in healthcare or high demand careers that lead to livable wage jobs.
- Support messaging to promote awareness of the program for participant recruitment efforts
- Data collection, monitoring, and reporting
- Funds obligated to continue contract through remainder of grant period