



Legislative Fiscal Bureau

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Joint Committee on Finance

Paper #215

Transitional Jobs Demonstration Project (DCF -- Economic Support and Child Care)

[LFB 2011-13 Budget Summary: Page 102, #6]

CURRENT LAW

Provisions of 2009 Wisconsin Act 28 required the Department of Children and Families (DCF) to conduct a demonstration project that offers jobs to low-income adults. DCF was required to promulgate rules for the operation of the demonstration project. Pursuant to these rules, the transitional jobs demonstration project is described below.

Eligibility. An individual may be eligible to participate in the transitional jobs demonstration project only if the individual: (a) is at least 21, but not more than 64, years of age; (b) is not eligible to receive assistance under Wisconsin Works (W-2); (c) has been unemployed for at least the four prior calendar weeks; (d) is not eligible to receive unemployment insurance benefits; and (e) has an annual household income below 150% of the federal poverty level.

In addition, if the funding source for the transitional jobs demonstration project is the temporary assistance for needy families (TANF) block grant, then the individual must also be: (a) less than 25 years of age; or (b) a biological parent, adoptive parent, or primary relative caregiver of a child under the age of 18.

Employment. A participant may be placed with a host employer or as part of a work crew that goes to different work sites under the supervision of the contractor. A contractor is an entity that has been awarded a contract with DCF for the operation of a transitional jobs program. A host is an entity providing a transitional job work site and day-to-day supervision of a participant.

The contractor must employ the participant for a minimum of 20 hours per week and a maximum of 40 hours per week and pay the participant for actual hours worked at not less than

the minimum wage. The contractor must also pay the employer's share of federal social security and Medicare taxes, unemployment insurance contributions or taxes, if any, and worker's compensation insurance premiums, if any.

A host assigns a supervisor to oversee the participant's daily responsibilities, assist with the completion of time sheets, and communicate with the contractor regarding any issues arising in the workplace and in developing basic skills, appropriate work habits, a positive work history, and longer-term career participation. A host may hire a participant as a regular employee at any time during or after the term of the transitional job.

Nondisplacement. The employment of a transitional worker cannot do any of the following: (a) have the effect of filling a vacancy created by an employer terminating a regular employee or otherwise reducing its work force for the purpose of hiring a transitional worker; (b) fill a position when any other person is on layoff or strike from the same or a substantially equivalent job within the same organizational unit; or (c) fill a position when any other person is engaged in a labor dispute regarding the same or a substantially equivalent job within the same organizational unit.

Wage Subsidy. DCF must reimburse a contractor for all of the following costs incurred by the contractor that are attributable to employment of a participant: (a) wages paid to the participant at minimum wage for each hour actually worked; (b) the employer's share of federal social security and Medicare taxes; (c) state and federal unemployment contributions or taxes, if any; and (d) worker's compensation insurance premiums, if any.

DCF may also reimburse a contractor for expenditures related to operating the demonstration project, such as costs of orientation, supervision, training, and providing job supports to current and former participants.

Job Supports. A contractor may provide economic and non-economic incentives and supports, including training stipends, uniform allowances, assistance in obtaining a driver's license, parenting support groups, earnings supplements, and retention bonuses. These incentives and supports must help a current or former participant obtain or maintain unsubsidized employment. In addition, a contractor must provide a participant with activities and resources to assist in a participant's search for unsubsidized employment. Finally, a contractor must monitor a former participant during his or her first six months of unsubsidized employment to aid with job retention and advancement, unless the contract with DCF has ended.

GOVERNOR

Eliminate the transitional jobs demonstration project, beginning on the effective date of the bill.

DISCUSSION POINTS

2009 Wisconsin Act 28 -- Original Demonstration Project

1. Provisions of 2009 Act 28 required DCF to conduct a demonstration project that offers transitional jobs to low-income adults. The demonstration project would provide up to 2,500 transitional jobs allocated among Milwaukee County, Dane County, Racine County, Kenosha County, Rock County, Brown County, and other regions of the state, as determined by DCF, in the same proportion as the total number of W-2 participants was allocated among those counties and other regions as of June 30, 2009.

2. In order to be eligible for the demonstration project, an individual had to satisfy all of the following criteria: (a) be at least 21 years of age, but not more than 64 years of age; (b) be ineligible for W-2; (c) have an annual household income below 150% of the federal poverty level; (d) be unemployed for at least four weeks; and (e) be ineligible to receive unemployment insurance benefits.

3. DCF was required to seek federal funds to pay for the cost of operating the demonstration project and was authorized to conduct the demonstration project only to the extent that federal funds were obtained. Finally, DCF was required to promulgate rules for the operation of the demonstration project.

2009 Wisconsin Act 333 -- Enhanced Demonstration Project

4. Act 333 authorized DCF to modify the transitional jobs demonstration project if DCF determined that it was the preferred mechanism for obtaining some or all of the available TANF emergency funds under the federal American Recovery and Reinvestment Act (ARRA) of 2009. Under the federal ARRA, until September 30, 2010, states could claim TANF emergency funds in an amount equal to 80% of the increased expenditures in the following areas: (a) TANF caseload and basic assistance costs; (b) non-recurrent, short-term benefits; (c) subsidized employment costs; and (d) certain costs of running a summer food service site under the summer food service program. The Act 333 modifications would change the original transitional jobs demonstration project in several ways.

5. First, Act 333 specified that the parameters of the demonstration project for participants and employers must include: (a) the provision of a wage subsidy to an employer equal to the amount of wages that the employer actually pays the participant, up to 40 hours per week at minimum wage; (b) the requirement that the employer employ the participant at least 20 hours per week; (c) a maximum of 1,040 hours for a participant to work in a transitional job; and (d) a specific requirement that the employer pay the individual for hours actually worked, up to 40 hours per week, at not less than minimum wage.

6. Second, Act 333 would eliminate the maximum number of 2,500 transitional jobs and make the transitional jobs demonstration project a statewide program with no limit on the number of participants.

7. Third, Act 333 created the nondisplacement provisions outlined above.

8. Finally, the Act 333 modifications could sunset when DCF determined that TANF emergency funds could no longer be obtained. As with the Act 28 provisions, Act 333 required DCF to promulgate rules regarding this enhanced transitional jobs demonstration project.

9. In the July 14, 2010, edition, DCF published a notice in the Wisconsin Administrative Register that triggered the enhanced provisions of Act 333. As of July 1, 2010, the provisions of Act 333 took effect. As of April, 2011, DCF has not published another notice to end the Act 333 enhanced transitional jobs demonstration project. As a result, the Act 333 modifications are still in effect and are reflected in the current rules promulgated by DCF, as described under "Current Law."

Implementation of the Transitional Jobs Demonstration Project

10. Pursuant to 2009 Act 28, DCF identified TANF emergency funds under the federal ARRA as a funding source for the transitional jobs demonstration project. On June 23, 2010, the Joint Committee on Finance approved \$17,151,500 in TANF emergency funds to support the first year of the anticipated two-year demonstration project.

11. As a result of using TANF emergency funds for the transitional jobs demonstration project, eligibility for participants over age 24 was limited, in order to comply with TANF regulations, to individuals who are biological or adoptive parents of a child under the age of 18 or the primary caregiver for a child under the age of 18 who is a relative. DCF also specified that a participant must be a U.S. citizen and a Wisconsin resident.

12. The request for proposals was issued on April 16, 2010. Once funding was approved in June of 2010, DCF began the process of contracting with agencies to administer the transitional jobs demonstration project. Table 1 shows the entities that DCF contracted with to administer the transitional jobs program, the amount of the preliminary award for the contracted entity, and the counties covered by each contracted entity. It was anticipated that the contracts would be for a two-year period, so the preliminary award is the amount for a two-year period.

TABLE 1

Transitional Jobs Demonstration Project Contractors

| <u>Contracted Entity</u> | <u>Preliminary Award</u> | <u>Counties Served</u> |
|---|--------------------------|---|
| Community Action Inc. | \$737,725 | Rock |
| Forward Services Corporation | 593,490 | Brown |
| Goodwill Industries of Southeastern WI, Inc. | 5,975,700 | Milwaukee and Kenosha |
| Indianhead Community Action Agency | 730,850 | Burnett, Clark, Rusk, Sawyer, Taylor, and Washburn |
| Milwaukee Area Workforce Investment Board | 7,847,350 | Milwaukee |
| Milwaukee Careers Cooperative | 291,473 | Milwaukee |
| Northwest WI Concentrated Employment Program | 529,764 | Ashland, Bayfield, Douglas, Iron, and Price |
| Policy Studies, Inc. | 3,104,800 | Milwaukee |
| Racine County Human Services Department | 568,680 | Racine |
| Sheboygan County Health and Human Services | 329,190 | Sheboygan and Manitowoc |
| Silver Spring Neighborhood Center | 635,340 | Milwaukee |
| Step Industries | 523,000 | Milwaukee, Outagamie, and Winnebago |
| United Migrant Opportunities Services | 4,530,720 | Milwaukee |
| Workforce Connections, Inc. | 395,895 | La Crosse |
| Workforce Development Board of South Central WI | 2,802,625 | Columbia, Dane, Dodge, Jefferson, Marquette, and Sauk |
| Workforce Resource, Inc. | 1,793,680 | Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk, Rusk, and St. Croix |
| WOW Workforce Development Board | <u>1,345,260</u> | Ozaukee, Washington, and Waukesha |
| Total | \$32,735,542 | |

13. In November of 2010, DCF issued a manual that described policy guidelines for the transitional jobs demonstration project. According to the manual, there are three goals for the demonstration project: (a) to provide transitional workers with subsidized transitional jobs based on labor market demand and provide immediate income; (b) to improve job skills and establish a positive work reference; and (c) to transition individuals into stable unsubsidized employment.

14. Participation in the transitional jobs demonstration project is divided into four phases: (a) eligibility determination; (b) orientation; (c) subsidized transitional jobs; and (d) unsubsidized employment. Once found eligible and accepted into the demonstration project, individuals enter the orientation phase. The contractors create an initial employment plan for each individual during this phase, based on an assessment of the individual's goals and aspirations. Education, training, and other job supports may be provided during this phase. In addition, contractors must pay a stipend to individuals participating in the orientation phase.

15. After orientation, individuals move into the subsidized work phase, which provides individuals with jobs, immediate income, job skills needed for unsubsidized employment, and a

recent work reference. Subsidized work may be through a host site or a work crew. Individuals placed at a host site work under the supervision of a supervisor employed by the host site. Work crews are groups of participants under the supervision of a supervisor employed by the contractor or otherwise arranged by the contractor. Work crews may travel to several sites to accomplish specific projects or perform specific tasks.

16. Education and training may be provided during the subsidized work phase, and participants must be paid for the hours they participate in these activities. In addition, contractors must help the participant complete the subsidized work phase by: (a) mediating workplace conflicts; (b) providing job supports; and (c) assessing problems and referring participants to the appropriate resources. Contractors must also help the participant find and secure unsubsidized employment.

17. Finally, the unsubsidized employment phase supports job retention and advancement following the transition from subsidized work to unsubsidized employment. Contractors are responsible for assisting participants in finding and securing unsubsidized employment for a minimum of three months following successful completion of the subsidized job phase. Contractors must monitor the participant and provide on-going support for six months after unsubsidized employment is obtained, as long as the contract with DCF still exists.

18. Approved plans and budgets, as well as contracts for the transitional jobs demonstration project were completed from August, 2010, through December, 2010. The following table shows the monthly caseloads for the transitional jobs demonstration project from September, 2010, through February, 2011. Due to the timing of the various contracted entities with completing plans, budgets, and contracts, the first participants were not placed until September, 2010, and one contracted entity did not place their first participants until February, 2011.

TABLE 2

**Transitional Jobs Demonstration Project Caseloads
September, 2010, through February, 2011**

| <u>Contracted Entity</u> | <u>September</u> | <u>October</u> | <u>November</u> | <u>December</u> | <u>January</u> | <u>February</u> |
|---|------------------|----------------|-----------------|-----------------|----------------|-----------------|
| Community Action Inc. | 0 | 13 | 25 | 21 | 19 | 33 |
| Forward Services Corporation | 0 | 0 | 0 | 0 | 10 | 37 |
| Goodwill Industries of Southeastern WI, Inc. | 0 | 57 | 152 | 123 | 97 | 146 |
| Indianhead Community Action Agency | 3 | 9 | 17 | 16 | 16 | 28 |
| Milwaukee Area Workforce Investment Board | 25 | 38 | 143 | 175 | 221 | 145 |
| Milwaukee Careers Cooperative | 0 | 0 | 0 | 0 | 0 | 5 |
| Northwest WI Concentrated Employment Program | 0 | 0 | 10 | 11 | 9 | 11 |
| Policy Studies, Inc. | 32 | 51 | 37 | 45 | 80 | 72 |
| Racine County Human Services Department | 16 | 0 | 14 | 13 | 13 | 22 |
| Sheboygan County Health and Human Services | 0 | 0 | 11 | 8 | 10 | 25 |
| Silver Spring Neighborhood Center | 22 | 11 | 19 | 19 | 19 | 18 |
| Step Industries | 8 | 8 | 14 | 14 | 14 | 19 |
| United Migrant Opportunities Services | 12 | 30 | 59 | 63 | 95 | 176 |
| Workforce Connections, Inc. | 10 | 25 | 13 | 13 | 13 | 12 |
| Workforce Development Board of South Central WI | 12 | 20 | 33 | 33 | 18 | 58 |
| Workforce Resource, Inc. | 0 | 0 | 15 | 11 | 11 | 32 |
| WOW Workforce Development Board | <u>1</u> | <u>7</u> | <u>0</u> | <u>44</u> | <u>44</u> | <u>113</u> |
| Total | 141 | 269 | 562 | 609 | 689 | 952 |

19. Although the program does not currently have a statutory cap on the number of participants due to the provisions of Act 333, DCF indicates that the transitional jobs demonstration project is on target to meet the original statutory goal of 2,500 participants by November 25, 2011. Since the anticipated contract period is two years, the contract end date would be June 30, 2012. The demonstration project would stop placing participants in December of 2011 to allow contractors to provide services to the remaining participants during the last six months of the contract period.

Options for the Transitional Jobs Demonstration Project

20. In addition to providing work experience and income for low-income adults, DCF indicates the transitional jobs demonstration program provides businesses with needed workers at little risk or expense to the business. For businesses that either want to remain in business or expand, but do not have the resources to hire and pay new employees due to reduced revenue or reduced access to short-term credit lines, the transitional jobs demonstration project can provide a short-term solution. DCF indicates that with the completion of projects and being able to sustain operations when the cash flow is tight, the transitional jobs participants help position these businesses to hire more permanent employees.

21. DCF indicates that through February, 2011, over 370 businesses have committed to hiring participants in the transitional jobs demonstration project. The attachment lists the employers

that have committed to participating in the transitional jobs demonstration project.

22. Some may argue, however, that the transitional jobs demonstration project provides an unfair advantage to those businesses that participate by providing heavily subsidized labor not available to all businesses that may need help during difficult economic times. Since the transitional jobs demonstration project is limited in duration and in funding, not all businesses would be able to participate, which could put those that do not participate at a competitive disadvantage in the current market. Also, as shown in Table 1, the current program is not available in all areas of the state.

23. As noted above, \$17,151,500 had been allocated for the first year of the transitional jobs demonstration project. Table 3 shows the monthly expenditures for the transitional jobs demonstration project from September, 2010, through February, 2011. A total of \$4,219,777 has been expended during that time period.

TABLE 3

**Transitional Jobs Demonstration Project Expenditures
September, 2010, through February, 2011**

| <u>Contracted Entity</u> | <u>September</u> | <u>October</u> | <u>November</u> | <u>December</u> | <u>January</u> | <u>February</u> | <u>Total</u> |
|---|------------------|----------------|-----------------|-----------------|----------------|-----------------|----------------|
| Community Action Inc. | \$0 | \$0 | \$0 | \$82,534 | \$32,269 | \$26,019 | \$140,822 |
| Forward Services Corporation | 0 | 0 | 11,464 | 12,284 | 8,122 | 17,768 | 49,638 |
| Goodwill Industries of Southeastern WI, Inc. | 65,301 | 106,812 | 143,891 | 149,006 | 130,604 | 146,590 | 742,204 |
| Indianhead Community Action Agency | 0 | 13,326 | 18,096 | 29,151 | 33,863 | 22,917 | 117,353 |
| Milwaukee Area Workforce Investment Board | 0 | 0 | 533,689 | 0 | 0 | 0 | 533,689 |
| Milwaukee Careers Cooperative | 0 | 0 | 0 | 0 | 2,849 | 6,650 | 9,499 |
| Northwest WI Concentrated Employment Program | 0 | 0 | 0 | 27,685 | 13,375 | 13,199 | 54,259 |
| Policy Studies, Inc. | 0 | 111,615 | 69,933 | 140,941 | 130,075 | 110,567 | 563,131 |
| Racine County Human Services Department | 5,891 | 5,548 | 5,212 | 63,801 | 39,444 | 19,687 | 139,583 |
| Sheboygan County Health and Human Services | 0 | 18,295 | 9,656 | 10,176 | 18,444 | 13,255 | 69,826 |
| Silver Spring Neighborhood Center | 9,487 | 10,912 | 25,124 | 21,532 | 22,535 | 26,548 | 116,138 |
| Step Industries | 10,790 | 16,755 | 23,711 | 30,022 | 37,641 | 31,138 | 150,057 |
| United Migrant Opportunities Services | 33,502 | 35,498 | 99,269 | 152,654 | 198,000 | 311,352 | 830,275 |
| Workforce Connections, Inc. | 16,369 | 28,103 | 24,167 | 20,838 | 20,376 | 16,391 | 126,244 |
| Workforce Development Board of South Central WI | 15,658 | 2,177 | 24,487 | 6,006 | 9,727 | 46,748 | 104,803 |
| Workforce Resource, Inc. | 0 | 0 | 44,925 | 70,678 | 57,576 | 54,406 | 227,585 |
| WOW Workforce Development Board | <u>11,140</u> | <u>27,808</u> | <u>33,441</u> | <u>49,232</u> | <u>64,992</u> | <u>58,058</u> | <u>244,671</u> |
| Total | \$168,138 | \$376,849 | \$1,067,065 | \$866,540 | \$819,892 | \$921,293 | \$4,219,777 |

24. DCF indicates that after the initial ramp-up of the transitional jobs demonstration project, the program is now fully operational. Given expenditures since November, 2010, the actual cost of the transitional jobs demonstration project appears to be approximately \$1,000,000 per month. Estimated costs for the current fiscal year would be between \$8,000,000 and \$10,000,000, rather than the \$17,151,500 initially anticipated.

25. DCF has indicated that through the six-month period from September, 2010, through

February, 2011, a total of 1,059 individuals have held a transitional job at some point during the program. Therefore, the transitional jobs demonstration project has spent approximately \$4,000 per participant thus far. A participant in a community service job under W-2 receiving the maximum grant of \$673 per month for six months would receive \$4,038. It should be noted that not all community service job participants receive the maximum grant of \$673, depending on whether the participant was full-time or part-time or whether the participant began the placement after the first of the month. On the other hand, W-2 agencies also incur costs for community service job participants beyond the benefit paid to the participants.

26. The bill would eliminate the transitional jobs demonstration project, beginning on the effective date of the bill (Alternative 1). Given the eligibility requirements, participants could include: (a) individuals under the age of 25 with no children and with income under 150% of the federal poverty level; (b) custodial parents between 115% of the federal poverty level (eligibility for W-2) and 150% of the federal poverty level; and (c) noncustodial parents with income under 150% of the federal poverty level. The W-2 work programs are designed for the neediest families. With the exception of women in their third trimester of an at-risk pregnancy with no children, grants under W-2 are for families with children and with income at or below 115% of the federal poverty level. The Committee could eliminate the transitional jobs demonstration program and target available TANF funds for the neediest families with children.

27. On the other hand, the Committee could allow the transitional jobs demonstration project to continue as originally planned until June 30, 2012, at a cost of \$12,000,000 FED in 2011-12 in TANF funds (Alternative 2). In the manual, DCF notes that income from the transitional jobs demonstration project is reported to the local child support agency and the earnings from the transitional job are subject to any and all child support collections efforts. As a result, non-custodial parent participants have been able to pay child support obligations. Such efforts benefit the children who are recipients of the child support obligations. In addition, custodial parents who participate in the transitional jobs demonstration project are able to earn income to provide for their families that they may otherwise not be able to earn in the current state of the economy.

28. Alternatively, the Committee could extend the transitional jobs demonstration project for a third year until June 30, 2013, at a cost of \$12,000,000 FED annually in TANF funds (Alternative 3). Given the state of the economy, the expected slow recovery, the number of businesses willing to participate, and the number of placements, an extension of the transitional jobs demonstration project could assist in providing low-income adults with jobs and providing businesses with labor during a difficult recovery time. DCF has indicated that during the six-month period from September, 2010, through February, 2011, 76 of the transitional jobs participants have been hired as unsubsidized permanent employees.

29. The Committee could also extend the transitional jobs demonstration project for six months until December 31, 2011, at a cost of \$6,000,000 FED in 2011-12 in TANF funds (Alternative 4). Rather than abruptly ending the contracts already awarded, extending the demonstration project would allow the contractors to provide six months of services to the participants in the project as of June 30, 2011, without adding any new participants.

30. Finally, if the Committee chooses to continue the transitional jobs demonstration project under Alternatives 2, 3, or 4, the Committee could repeal the sunset provision under 2009 Act 333 to ensure that the demonstration project continues as it is currently operating until the demonstration project has ended (Alternative 5).

ALTERNATIVES

1. Approve the Governor's recommendation to eliminate the transitional jobs demonstration project.

2. Modify the Governor's recommendation to provide \$12,000,000 FED in 2011-12 in TANF funds to allow the transitional jobs demonstration project to continue until June 30, 2012, as originally anticipated.

| | |
|--------------|-----------------------------------|
| ALT 2 | Change to Bill Funding |
| FED | \$12,000,000 |

3. Modify the Governor's recommendation to provide \$12,000,000 FED annually in TANF funds to extend the transitional jobs demonstration project to three years until June 30, 2013.

| | |
|--------------|-----------------------------------|
| ALT 3 | Change to Bill Funding |
| FED | \$24,000,000 |

4. Modify the Governor's recommendation to provide \$6,000,000 FED in 2011-12 in TANF funds to allow the transitional jobs demonstration project to continue for an additional six months to ramp-down.

| | |
|--------------|-----------------------------------|
| ALT 4 | Change to Bill Funding |
| FED | \$6,000,000 |

5. Repeal the 2009 Act 333 sunset provision as it relates to the transitional jobs demonstration project so that the enhanced demonstration project as it currently operates will continue until the demonstration project ends.

Prepared by: Kim Swissdorf
Attachment

ATTACHMENT

Employers Committed to Participating in Transitional Jobs Demonstration Project

| | |
|---|---|
| AASAP Property Management | BD Inc LLC |
| A Plus Tax Services | Beansch Food Products |
| A&E Hand Tools | Best Ever Painting |
| AB Data | Bethesda Thrift Store |
| Academics R Us | BG Lein Management |
| Ace Distribution Services Inc. | Blessings Hair Studio |
| Ace Hardware | Blue Sky Education |
| Ace Stamping and Machine | The Board Store |
| Adult Development Centers | Boelter Companies |
| Affordable Tree Care | Bread of Healing Amaranth Bakery |
| African American Chamber of Commerce | Bread of Healing Clinic |
| Aids Resource Center of Wisconsin | Bridge Lake Point Waunona Neighborhood Center |
| AKRIT Sales and Service | Burlington Graphic Systems |
| Aldo Leopold Elementary School | Butler Library |
| All Risk Financial Services | C & N Manufacturing |
| Allen Field School | Careers Industries |
| Alliance Tax and Financial Center | Center for Veterans Issues |
| Alma Center | Chippewa Humane Association |
| Amaranth Bakery and Cafe | Chippewa Valley Renaissance Fare |
| American Custom Converting | Christman Meats |
| American Family Insurance | Church of the First Born |
| American Manufacturing and Machining | City Health Care Agency |
| American Phoenix | City of Kenosha |
| Ameriprise Financial Services | City of LaCrosse Housing Authority |
| AMV LLC | City of West Bend |
| Animal Kingdom | City Transformation |
| Anita's Garden | Clarion Hotel |
| APAC Customer Service | Clean Tech LLC |
| ARCW | Clearly Superior |
| Art and Soul Café | Coakley Brothers |
| Ashland Chamber | Coffee Makes You Black |
| ATOFCOI | Commercial Services Division |
| Aurora Health Care | Community Table |
| AutoPro & Truck Repair | Community Warehouse |
| Back Door Cafe | Connecting Cultures |
| Badger Corrugating | Constructing Opportunities |
| Badger State Recovery | Cross Lutheran Church |
| Badger Joining Forces for Families | Crossroads Literacy |
| Baensch Food Product Co. | Culvers |
| Barker and Barker Messenger and Process Service LLC | Curt Manufacturing |
| Bayfield Recreational Center | Custom Services Unlimited LLC |
| Bayland Trucking | Cyberworks |
| Bayview Redcats Organization' | Dane County Executive Office |

Dane County Library
Dairy Queen
Days Inn
Designz Inc
Diva Plumbing Co
Diverse Clinical Services
Dominican Center for Women
Downtown Auto
Dream Center
Dunn County Humane Society
Dutchland Plastics
Earth Angels
Elite Trees
Enrichment Opportunities Institute of Training
Inc.
Enzymatic Therapy
Esperanza Unida Inc.
Excell Medical
Executive Commercial Cleaning
Explorer's Point
FAQ Home Improvement
Face to Face
Fair Oaks Farms
Faith Hope Charity Supportive Living Inc.
Family Pathways
Fat Cat
Federal-Mogul
FedEx
Feeding America
FEMA Emergency Assistance
Fine Details
Fisher Fashions'
Focuscore
Fredric Care Centers
Freshlook
Friedens Ministries
Friendship Inc.
FSI Inc.
The Food Studio
Fox Valley Trucking
Friederis Ministries
Georgia Auto Body
GENCO Pharmaceutical
Giddings Hawkins Maintenance Services
Gibraltar Industries
Glamorosa Salon and Spa
Global Janitorial
Goemanns Wood Products
Good Hope Christian Day Care
Goodman Community Center
Goodwill Industries
Grand Care Systems

Green Bay Botanical Gardens
Green Bay Pallet
Greenview Services Inc.
Great Impressions LLC
Grede
Group Health Cooperative
Guest House of Milwaukee
Hampton Inn
Hair of Art Barber & Beauty Salon LLC
Hands of Quilt & Art
Hartley Pecora Law Office
Heartlove Place
Heaven's Playground
Hentzen Coatings Inc.
Heyde Center for the Arts
HH Holmes Consulting
Hmong American Peace Academy
Hoodz of South Central Milwaukee
HOPE Center
House of Peach
Hunger Task Force
I Am A Force 4 Good
ICTect/JAINS LLC
Indianhead Community Action Agency
INNOTEC
Innovative Healthcare S. C.
Integrated mail Industries Ltd
IPace Setters
J.D. Harris Automotive
Jefferson County Human Services
Jefferson County Parks
Jemmco LLC
Jimmy John's
JLC Construction
Journey House Longfellow School
KC Construction
Kenosha YMCA
Kern's Muffler Shop
Key's of the Kingdom
Kohl's Corporation
Kosiesko Center
KOSS Industries Inc.
Kreative Kids
Krider Pharmacy
La Casa De Esperanza
Lakeshore Community Action Program
LAND
Lao Family
Larson Cabinets
Lasata Care Center
Lasorform, LLC
Lasta

Latino Community Center
LC Academy Child Development Center
LCO Head Start
Lena's Grocery
Lewie J's Restaurant
Life to Life
Life Skills Academy
Lightstreams CDC
Lightstreams for Better Living Center
LOVE Inc.
Mabel Tainter Theater
Mandalay Asian Market LLC
Mann Services
Making Changes Inc.
MATA Media
Marlee's
Marketing Solutions
MAXIMUS
MATC
McDonalds
Metal Processing Company
MICAH
Midwest Business Solutions
Milwaukee Area Chambers of Commerce
Milwaukee Asian Market
Milwaukee Center for Independence
Milwaukee Christian Center
Milwaukee Community Service Corps
Milwaukee County Parks
Milwaukee Health Services
Model Nails
Moodz Ltd
Mount Pleasant Renaissance School
Mt. Ashwabay
Mt. Calvary Pentacostal Church Inc.
Multicultural Community Services
Murray's Automotive
NAPA Auto Parts
National Avenue Child Care
Neat Janitorial Services
Neesvig's Inc.
Nefetarri Beauty Boutique
Neighborhood House of Milwaukee
New Concept Self-development
New Hope Project
Next Door Foundation
Next Generation Now
Noland Carpet
Norscot Group
Northcott Neighborhood House
Northstar Mfg
Northwest Side CDC

Northwoods Pallets
Oakview Veterinarian Hospital
Operation Fresh Start
Osterman Granite and Marble
Osthoff Resort
Our Neighbor's Place
PACA
Palermo Villa Inc.
Pan-African Community Association
PC Homecare
Pearls for Teen Girls
Pereles Bros. Inc.
Perfect Scents Fragrances
Personalized Event Planning
Pete's Fruit Market
Pharoah's Automotive
Pine Pointe
Pinnacle Motivations
Pivotal Empowerment LLC
Pizza Pub
Policy Studies Incorporated
Presto Industries
Prism Technical
Project New Life
Project Return
Purpose Cleaning
Protilec
Public Health Madison
Pyramid Electrical
Quality Inn
Quality Insulation Installers
Quality Irrigation and Service LLC
R&B Grinding Co.
R&H Overhead Door
Racine Family YMCA
Racine Literacy Council
Racine and Walworth Counties
Racine/Kenosha Community Action Agency
Raybar Inc.
Redwing Shoes
The Restore
Rhino Food Store
River City Powder Coating
Riverwest Co-op
Running Rebels
Rusk County Historical Society
Sacco Polymers
Salvation Army
Samaritan (Christ The King Church)
Sartori Foods
Sauk Humane Society
Schaefer Brush

Scott Christian Youth Fellowship & Recreation Center
 Scotty's Construction
 SDC
 Sector 67
 ServPro Ozaukee
 The Shalom Center
 Shalom Ministries-Hightower
 SHARE
 Sidex Siding
 Sloan Furniture
 Sogal Mini Mart
 Solomon Hills Adult
 Source Code Medical Records Scanning
 Spanish Center of Kenosha
 Special Touch Consulting
 Specialize Cleaning LLC
 Specialty Pallets
 Speedtech International
 Spotted Eagle
 St. Croix Gas
 St Croix Valley Job Center
 St. Ann Center and City Health Care Agency
 St. Mark AME Church
 St. Vincent de Paul
 Standard Machine
 State Farm Insurance
 State of Wisconsin DCF
 Step Industries
 Stepping Stones Food Pantry
 Stop Watch Property Management
 Stoughton United Methodist Church
 Streu's Pharmacy
 Styles Unlimited Barber Shop & Beauty Salon
 Superior Industrial Coating
 Superior Steel
 Supreme Cores
 Telecom and Data Inc.
 TJ Maxx Stores
 The Threshold Inc.
 The Thrifty Ewe Trillions Barber Salon
 T.L. Reese Construction
 Town & Country Laundromat
 Treasures Media Inc.
 Treats by Benadette
 Triangle Distributing
 Trotter Industries LLC
 Turriff Plumbing
 Ultimate Rides
 UMCS
 United Health Group
 United Migrant Opportunity Services
 United Way of Racine County
 University of Wisconsin-Green Bay
 Uptown Chrysler
 Urban Ecology Center
 Urban League of Kenosha & Racine
 Urban Underground
 UW-Extension
 V.E. Carter Development
 Veolia Environment Services
 Village of Alma Center
 Village of Butler
 Village of Wind Point
 Walnut Way
 Washburn Marina
 Watertown Senior Center
 Waukesha County Circuit Court
 Waukesha County Economic Development Corporation
 Waukesha Museum
 Wayne Pigment Corp.
 Weatherization Services
 West Bend Area Chamber
 West Community Action Program
 Wiley Real Estate
 William Street Art Center
 Wisconsin Black Chamber of Commerce
 Wisconsin Car Clean Inc.
 Wisconsin Community Services
 Wisconsin Woodchuck
 Wissota Health
 Wissota Springs
 Woodside Senior Communities
 Word of Hope Ministry
 YMCA
 YWC