

Providing resources and creating opportunities for all Dane County residents

*Environmental Studies 402:
People, Environment and Sustainability*



Creating a Dane County Asset Map

Introduction

Dane County has many resources it provides to its citizens no matter what age, race, or gender. However, there is currently no complete, organized collection of all of these resources that can be accessed by the general public. The problem with this is that resources, such as homeless shelters, food pantries, libraries, and daycares in Dane County are difficult to find. Through this project, we have researched asset mapping and its current application in other cities in the United States by focusing on the demographic of single, low-income mothers searching for resources relating to childcare, healthcare, and food. The hope for the application of asset mapping in Dane County is that agencies that provide similar resources can connect and that citizens seeking out resources can have an easy and efficient way to find them. In addition, governmental agencies can see where there is a lack of resources in certain areas across the county and work to fix problem spots. We have come to the conclusion that an asset map of Dane County's resources made accessible to the general public via internet would prove to be a successful and beneficial endeavor.

What Is An Asset Map?

Asset mapping demonstrates the strengths and weaknesses of a community¹. What an asset map accomplishes is that it compiles community resources and displays them in an easily accessible way, which we decided would be a geographical layout. This is beneficial because it identifies the distribution of the resources available to a community. Displaying data visually has come out as an easy way for people to categorize and analyze the full breadth of what they're viewing. Data visualization is an effective method of absorbing large amounts of data quickly. When a set of data is displayed on a map, it maximizes the efficiency with which the viewer can find and understand the information that they're seeking.² An asset map is additionally helpful for showing areas where a lack of resources exists. Seeing which regions of Dane County had a shortage of child care, food, and healthcare resources is helpful when observing the demographics of those regions. This is something we will further analyze later in our writing. Knowing where resources are and are not located is important as people take full potential of what their community is offering them.

Our group chose to create an online asset map because it amplifies accessibility. The limitations of a physical asset map are that it reduces the audience that has access to it. The creation of an online interactive map makes resources even more accessible as it provides the location, phone number, and website links of the various resources. Since it exists online, anyone and everyone can utilize the asset map. We had a small selection of interactive mapping websites to choose from, and Batchgeo proved to be the best fit for this project. We compiled our resources onto an Excel spreadsheet and were able to upload that article directly to the Batchgeo website. This website didn't give us the advanced options of dividing our resources into subcategories, so it was necessary that we create multiple Excel sheets to create multiple

¹ http://healthpolicy.ucla.edu/programs/health-data/trainings/Documents/tw_cba20.pdf.

² <https://www.oreilly.com/ideas/why-data-visualization-matters>

Batchgeo maps that further diversify Dane County's resources relating to food, childcare, and healthcare.

Target Audience: Single Mothers

When choosing which resources to include in our asset map, we had to be rather selective, as including them all in our asset map wouldn't have been feasible, given our limited time frame for completing the project. With that being said, we chose to focus our asset map on resources that single mothers in Dane County would find useful. There were 11.8 million single parent families in the United States as of 2016, 9.8 million of those families were headed by single mothers.³ Overall, single-parent households have more than tripled since 1960, in their makeup of the share of American households.⁴ Along with this growth of single-parent households, Wisconsin has been seeing a trend of increasing poverty among single mothers. In 2013, 42.5% of single-mother households in the state were living in poverty. Looking at the numbers, we thought that single mothers could benefit greatly from a map with resources targeted to help them. In addition to the asset map helping the community of single moms, it could also be used to determine where there are gaps in the county for resources. We did a little bit more research when choosing what specific resources to include. According to a Washington study, the top problems of low-income single parents were: handling family finances, medical-dental care, transportation, meeting children's emotional needs, handling or controlling children, and household tasks. Since we were making an online virtual map, we decided to focus on resources that we could easily put on a geographical map: childcare, food, and healthcare services.⁵

Food Resources

We chose to include food resources in our asset map, because according to the Journal of Extension, the ability to provide nutritious meals was identified as a need by low-income, single parents⁶. In terms of our project, we felt that this ability also included the knowledge of where food resources are located. This led us to break down Dane County's food resources into categories that include food pantries, free meals, and mobile food resources. We also included a category labeled "other food resource" which typically consists of community gardens around Dane County that offer nutritional education. Based on our asset map, it is evident that many of the food resources in Dane County are located in Madison and its surrounding area, which could mean trouble for single, low-income mothers and their families who live on the outskirts of Dane County. Another interesting aspect of the food resources is that many of them are hosted by religious organizations. For example, the only food pantry in the Cottage Grove area is hosted by the Bryn Mawr Presbyterian Church. Low-income, single mothers who are not comfortable or supportive of the religious organization that hosts their local food pantry may be stranded outside of other food resource options. Our asset map addresses these gaps where more secular food resources could be created, and where more food resources could be made available in regions outside of Madison.

³ <https://singlemotherguide.com/single-mother-statistics/>

⁴ <https://www.theatlantic.com/business/archive/2015/12/how-poor-single-moms-survive/418158/>

⁵ <https://joe.org/joe/1984september/a2.php>

⁶ <https://joe.org/joe/1984september/a2.php>

Childcare Resources

In 2014, 43.5 billion women between ages 15 and 50 were mothers.⁷ Given this information, it makes sense that childcare is an important resource for women given the large number of women that are mothers. Childcare is a vital resource for working mothers with young children. In speaking with the Goodman Community Center of Dane County, they identified that the availability and affordability of childcare is a significantly large obstacle facing mothers. As different children will require a variety of services, we organized the child care resources in a separate asset map to show the subcategories of childcare. After school care, daycare, preschool, infant-only care, and programs that offer multiple services were the subcategories we divided the sources into. Future extensions of this asset map should look to divide these childcare resources into more categories. The majority of sources found were either small at-home daycares, or larger chain care centers. Also, sources were clustered in and around the city of Madison. Towns that were farther from the metro area had a lower concentration of childcare resources. It's important to note that only licensed and/or accredited child care centers were included. Some women may choose care programs that are unlicensed, or they may choose babysitters such as local young adults or family members. For this reason, informal childcare is more common in rural areas.⁸ Informal childcare tends to require less regulations, and employees have lower levels of education. For this reason, it's important that we work on providing higher-quality child care resources with proper licensure in these non-metro areas in Dane County. Our asset map displays these regions lacking in child care programs, and provides valuable information for women searching for superior care.

Healthcare Resources

The third resource that we decided to include is healthcare. As stated previously, a couple of the top struggles of single moms include medical-dental care and meeting children's emotional needs. We decided to include more general healthcare resources, categorized as "family health," as well as those focused more specifically towards women's health needs. We also included separate categories for mental health, splitting it into general mental health resources and resources aimed towards children. We included the few mental health resources geared towards women in the women's health category because the resources were often for both physical and mental health, such as rape crisis centers. Future asset maps would ideally create more subdivisions of health, including categories based on cost, but Batchgeo limits the amount of subcategories that we can have. When researching health care resources, one thing that we noticed was the lack of resources outside of Madison, in the surrounding towns and suburbs of Dane County. While most places had a general health clinic, from what we found, they were lacking in more specialized health services, as well as mental health resources, as can be seen in the healthcare map that we created (Appendix C). As in the other resources that we included, the resources may exist, but the information on them wasn't easily accessible. In the resources that we did include, we found that it was sometimes necessary to do a little digging to find lists of services. For example, many of the mental health resources that we listed came from NAMI's website.⁹ The resources wouldn't pop up when searching "mental health resources" in Google. We also found that no list included the same set of resources. Moving forward with future asset

⁷ <https://www.census.gov/newsroom/facts-for-features/2017/cb17-ff09-mothers-day.html>

⁸ <https://www.ericdigests.org/1997-3/rural.html>

⁹ <https://www.namidanecounty.org/resource-guide/>

map projects, it is important that the information is thorough and easily accessible to the community, without having to do a lot of digging to find.

Additional Resources

Lastly, we also included job resources on our asset map. 58.6% of women aged 16 and older participate in the labor force.¹⁰ This number has been steadily rising since WWII.¹¹ As women join the workforce in rising numbers, having access to employment agencies in Dane County is essential. Not all women have the ability, or even the time, to search for employment. Our asset map identifies job resources in Dane County, most of which are in Madison. Unfortunately, our map also shows that those located in towns on the outer regions of Dane County will need to transit into Madison in order to access these services. The single resource listed under the category “various” is United Way, which we felt should be included because it provides people with information about the resources we included on our map.

Analyzing the Batchgeo Asset Map

The asset map that we have created on Batchgeo.com has a comprehensive layout of food, childcare, and healthcare resources in Dane County (Appendix E). Our map has several different categories and subcategories pertaining to our three target resources. We have also created three separate maps for food, childcare, and healthcare resources since they themselves are comprised of many smaller subcategories (Appendices B-D). One of its most attractive features is that the user can select two or more different resource types to show how they relate to each other on the map. For instance, if a single, low-income mother wants to see if there are any food pantries near daycares in her neighborhood, she can use the map to select “food resources” and “childcare” to see her options. The geographical aspect of our map makes it simple for users to focus their search on a particular region. We believe that a comprehensive asset map of all of Dane County’s resources modeled after our own map would be useful for the whole community. A comprehensive asset map could mean greater community organization by increasing the self-sufficiency of community members, offering greater social support for all members, and balancing power in the community¹².

Although we believe an asset map is the best way to comprehensively show resource data, we do understand it has certain limitations. For example, many food resources in Dane County, such as the Second Harvest Foodbank, have mobile food pantries that travel to different neighborhoods in the area. Additionally, several childcare resources exist as agencies that go to the customers’ houses. Other resources such as benefits programs do not cater to the geographical model envisioned in the idea of an asset map. However, these limitations are simply obstacles that can be overcome. We suggest including a list of these such programs in addition to the interactive map. In this way, they can be included in the database of resources, and the user of the asset map is aware of them. In terms of Batchgeo itself, we were limited by the number of categories that would show up. Ideally, we imagined having just one large map

¹⁰ <https://www.dol.gov/wb/factsheets/Qf-laborforce-10.htm>

¹¹ <https://blog.dol.gov/2017/03/01/12-stats-about-working-women>

¹² <http://ctb.ku.edu/en/table-of-contents/assessment/promotion-strategies/overview/main>.

with all of the subcategories included on it, but we were forced to create the four maps to create the in-depth understanding of Dane County's resources that we were hoping for.

Despite these limitations, our asset map demonstrates where Dane County is lacking in providing resources for the populations that need them most. By cross-referencing the asset map with the poverty map of households with no husband present (Appendix A), one can see that there are high levels of female-run, poor households with no husband present in the Sauk City and York Center areas. Despite these high numbers, our asset map shows only one resource in Sauk City and none in York Center. These troublesome numbers could mean two things. First, there could be a severe lack of resources for food, childcare, and healthcare in these areas that seem to need them the most in Dane County. Second, resources for single, low-income mothers may be available in these areas, but they may be unknown or poorly documented. This is where asset mapping comes into play. By documenting and mapping all of the resources in an area, we can address the second problem. By analyzing an asset map of all of Dane County's resources, we can understand problem spots that fall under the first problem and work to fix them. This could mean anything from funding childcare for low-income families to creating a state-sponsored food pantry.

What's Next?

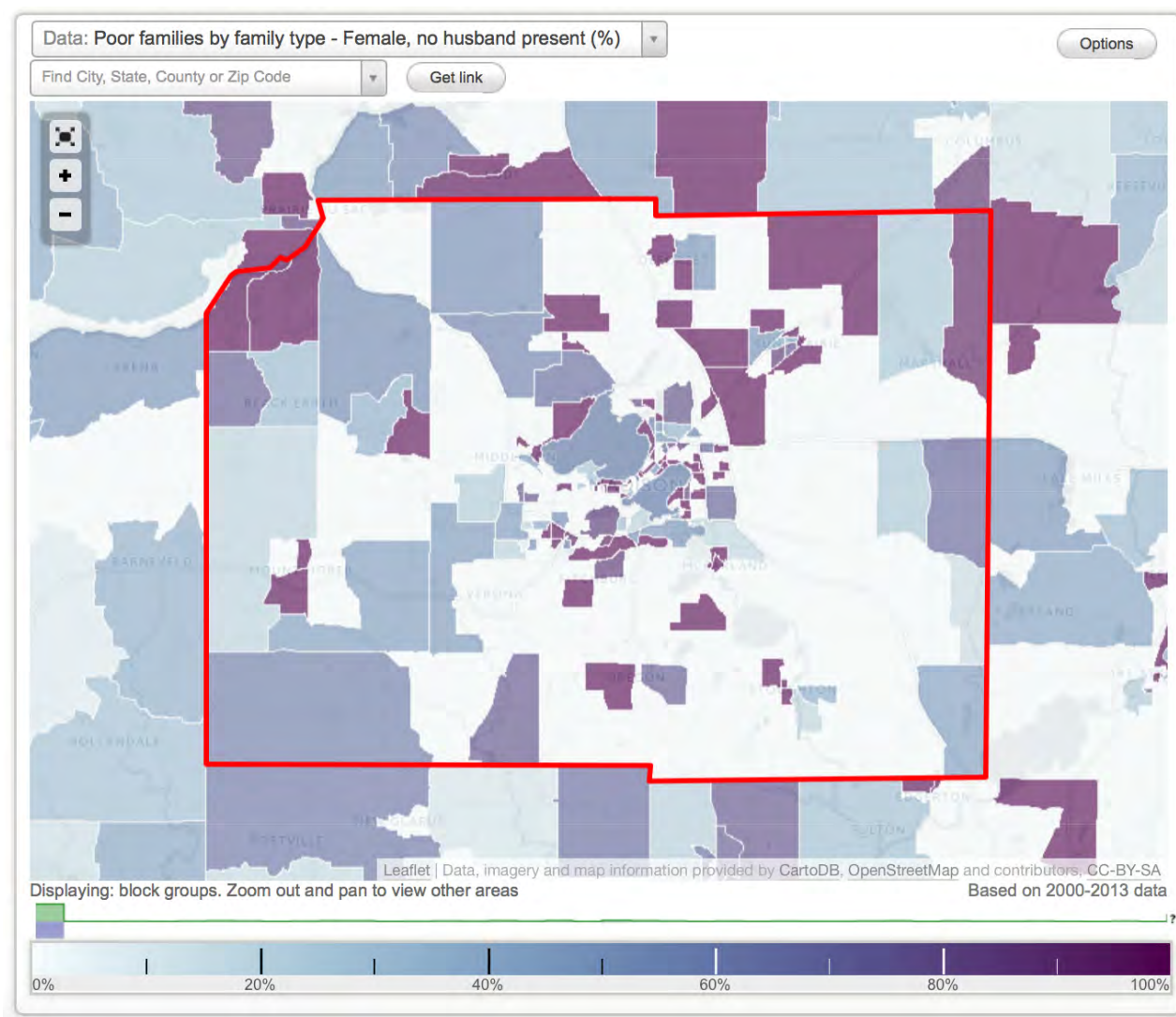
In all reality, our own skills were the greatest limitation in this project. In our initial plan to create an interactive asset map, we envisioned creating our own website that would place all resources, and all resource subcategories, into one map. Future maps should identify more ways to divide resources into individualized groups, for easier sorting by map users. As our team lacked the ability to make a website, we ended up choosing Batchgeo as our platform. Should Dane County decide to pursue asset mapping, we suggest following the format laid out by the Colorado Springs region¹³. While the Colorado Springs asset map focuses on workforce resources, it serves as an excellent example of what a thoroughly comprehensive asset map should look and work like. Ideally, users of the asset map would be able to go online to the website set up by Dane County, select certain characteristics that describe themselves and the resources that they are interested in, and then be presented with an interactive map such as the one we created in our project. In this way, resource selections can be tailored to each individual who uses the asset map.

An attractive web page followed by an accurate interactive map creates a visually pleasing and informative experience. Moving forward, we suggest that Dane County works with a web developer to create either a webpage for an existing resource website, or to create a new website altogether, where an asset map like ours can be accessed by the community via the internet. Using the resource spreadsheets that we have started, it will be easy to add to and update as time goes on. If Dane County chooses to pursue the creation of an asset map of the county's resources, we believe that it will reap great benefits by cultivating an organized and independent community through the provision of vital information.

¹³ <https://wam.uccs.edu/>.

Appendix A

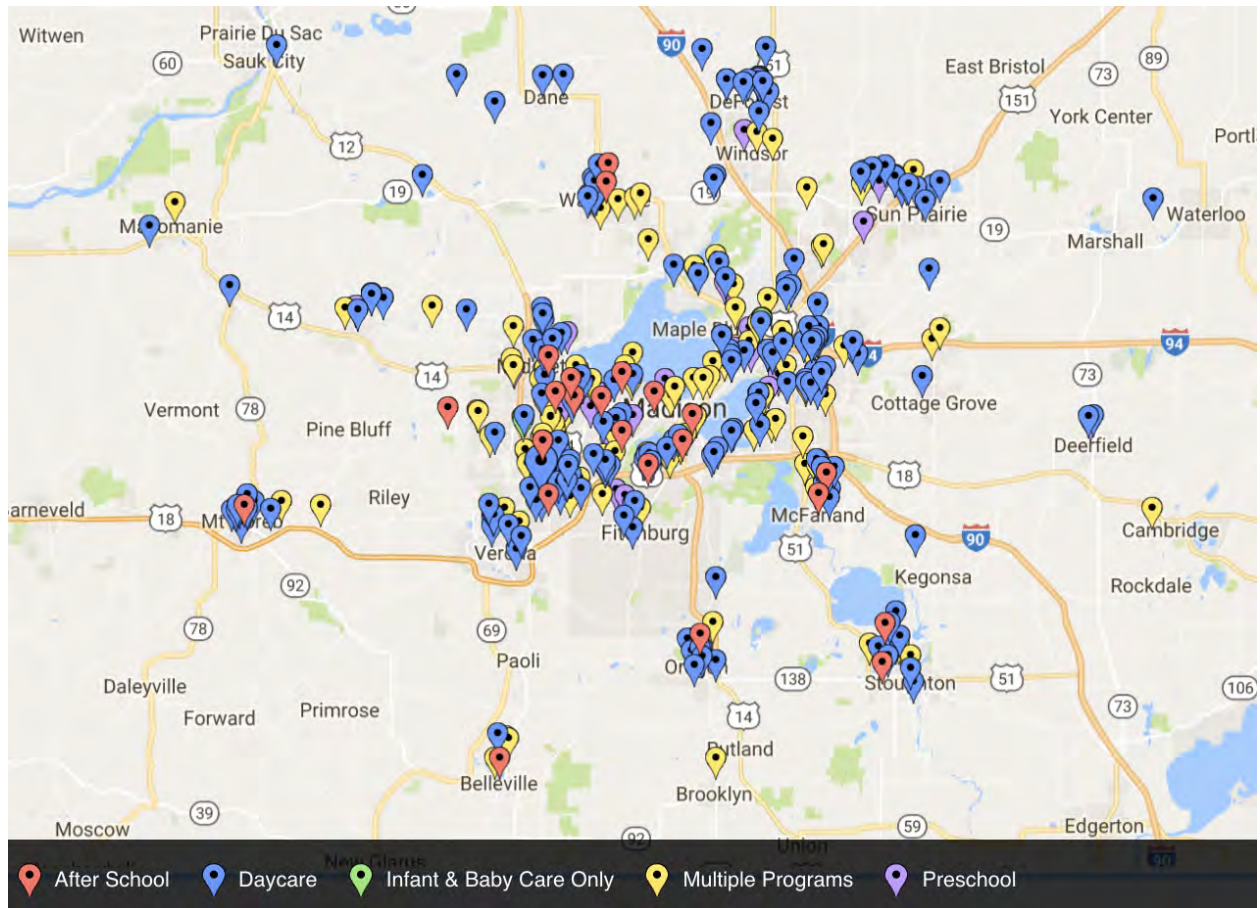
Poverty map of families with no husband present in Dane County.



Source: http://www.city-data.com/county/Dane_County-WI.html.

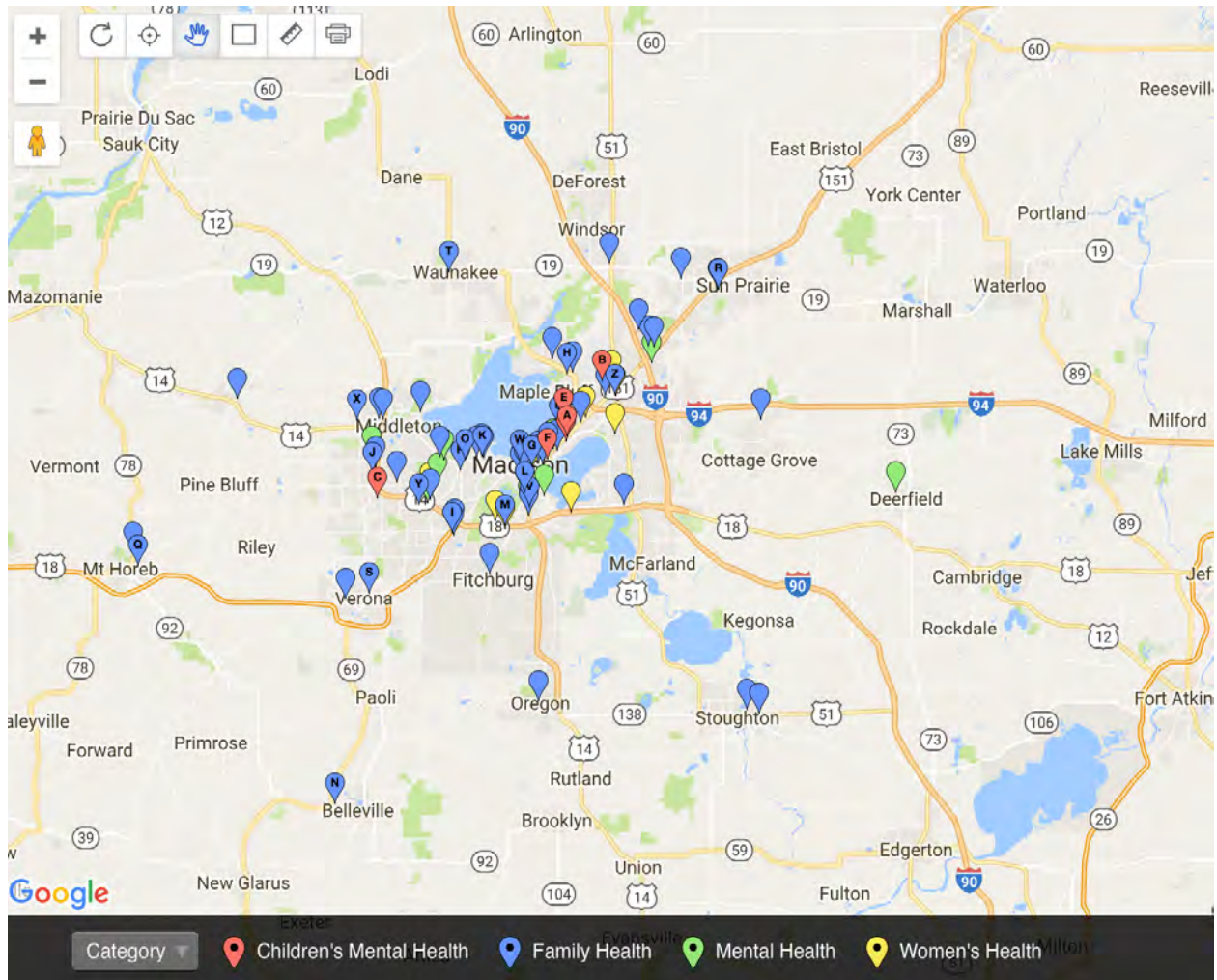
Appendix B

Childcare Resources Asset Map

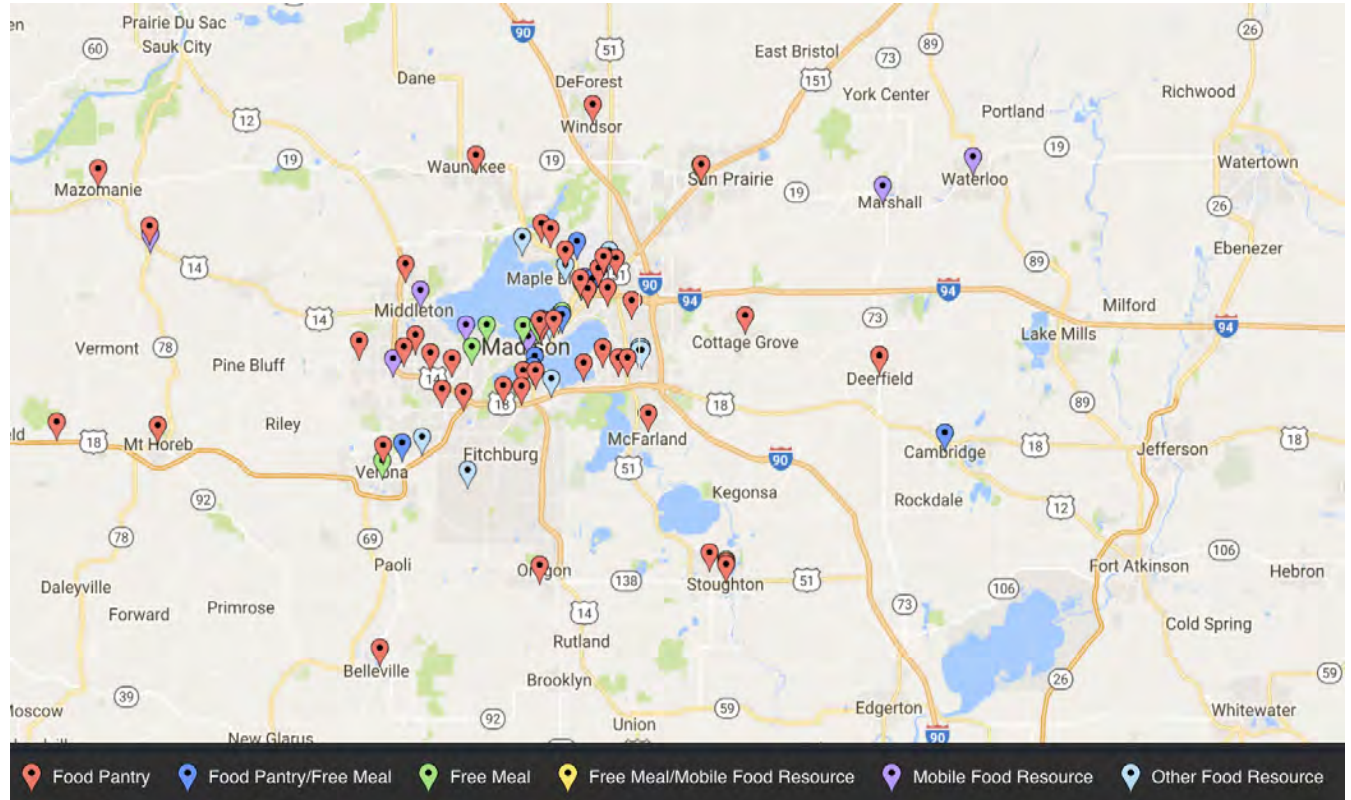


Appendix C

Healthcare Resources Asset Map

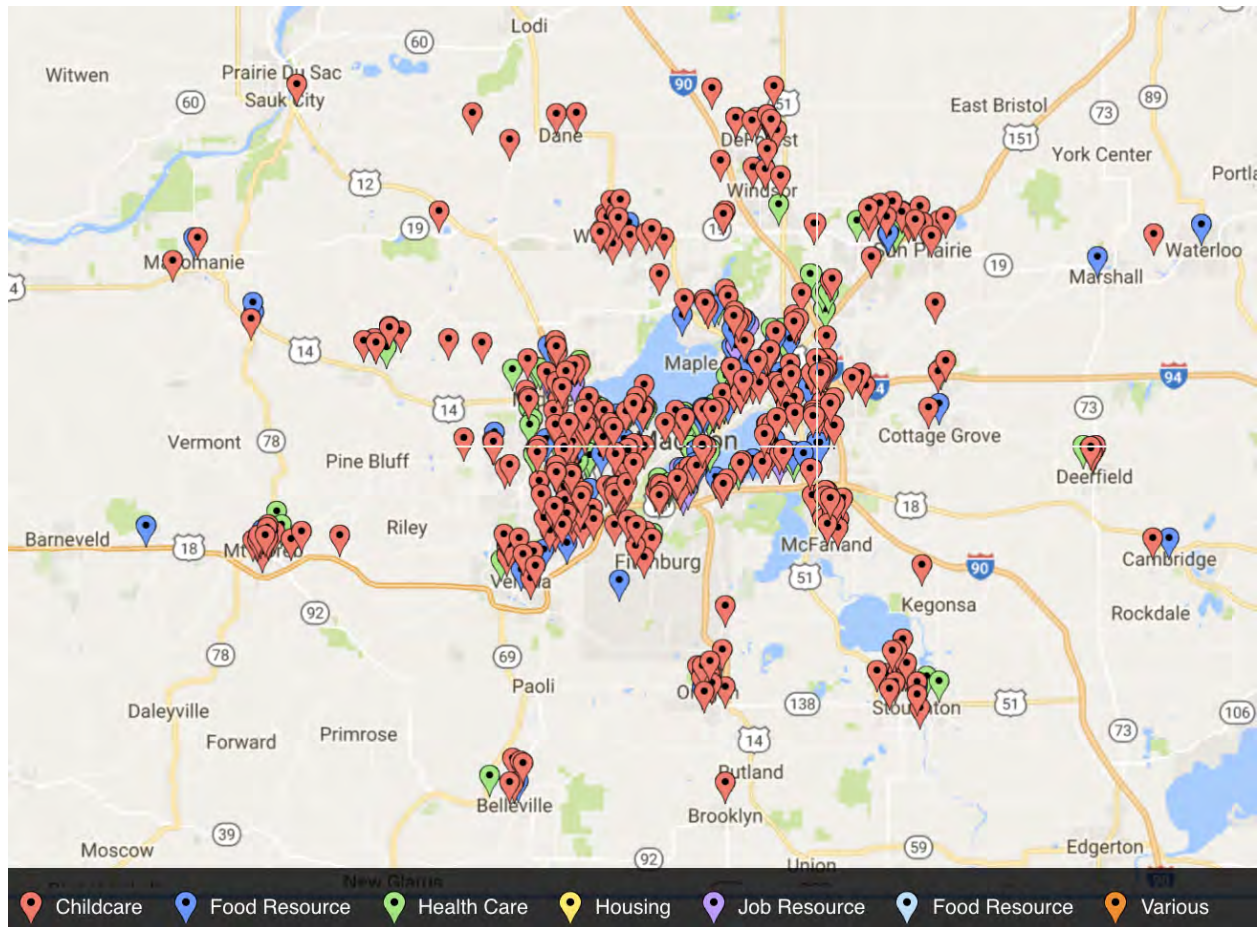


Food Resources Asset Map



Appendix E

Complete Asset Map



Introduction

The Alliant Energy Center in Madison, WI is interested in implementing a series of outdoor pop-up retail events in the available parking lots. Pop-up retail has grown in popularity in the US, as it provides vendor opportunities for start-up entrepreneurs and a means of testing products and creating brand awareness for large businesses. Pop-up retail would benefit not only the Alliant Energy Center by attracting new customers and revenue streams, but also the surrounding community by providing entrepreneurship opportunities. The primary motivation for establishing pop-up retail events at the Alliant Energy Center is the need to provide an additional source of income to the underserved, yet highly entrepreneurial, surrounding community.

The population surrounding the Alliant Energy Center (Census Tract 14.01) is relatively low-income and culturally diverse.¹ According to the latest US Census Bureau data, the median household income is \$26,222 (Figure 1), which is less than half of the average household income in Dane County (\$62,865). 33% of the population and 46% of children in the area live in poverty.¹ The race demographics are as follows: 32% white, 28% hispanic, 20% asian, 14% black and 6% 2+ races.¹

The pop-up retail events will take place outdoors in the Alliant parking lots. The lots are rarely fully occupied throughout the year, with the exception of large indoor events at the Alliant Energy Center and outdoor events such as Brat Fest and the Dairy Expo, which both occur once annually.²

Best Practices

Suggestions in this proposal were drawn from established local, national, and international pop up markets. Examples include: the Bangkok night market, artists & fleas market in Venice, the Dane County Farmers Market, and the Taste of Madison on the capitol square. We choose these examples because of their past successes and publicly-available published practices.

Types of Events

The sprawling campus of the Alliant Energy Center provides for the possibility of a huge variety of events. It is comprised of 164 acres of green-space and includes the 255,000-square-foot Exhibition Hall, the 10,000-seat Veterans Memorial Coliseum, the 29-acre Willow Island and the 22,000-square-foot Arena itself (Figure 2). This land, located within significantly close proximity to the downtown of Madison, provides for a unique opportunity for both temporary or permanent development. After discussion with our liaison to the Alliant Energy Center, Ela Kakde, we decided that the best course of action for developing this space would be on a short term, temporary basis as the campus does still hold occasional concerts and other events that require the excess space to be used for its original purpose, parking.

With this in mind, and with direction from our client, our group decided to pursue different types of Pop-up retail markets on the campus parking space. To do this, we looked at a variety of

examples both from Madison and across the country. Firstly, we drew from two events on the Capitol Square in Downtown Madison, the weekly Dane County Farmers' Market as well as Taste of Madison festival held during the first weekend of September. These event feature local vendors from across the area who set up tables, stands, and tents all along the square to sell their local produce, cuisine, and other local specialties. Secondly, we looked at the company "artists & fleas" who put on numerous different types of pop-up retail markets in trendy districts of metropolitan cities across the country including SoHo, Williamsburg, and Chelsea in New York, and Venice in Los Angeles.³ These examples were used to determine the administrative structure of pop-up retail markets including: the application process for vendors, security, and other crowd control measures of the consumers.

Finally, we reviewed the temporary style events that are already held at the Alliant Energy Center on an annual basis, including the World Dairy Expo and Brat Fest. These events exemplified how the campus has been utilized for temporary events in the past and what has and hasn't been successful.

Taking all of the information from these test cases into account, our team has come up with numerous potential ideas for events to be held on the campus. The first type would be a selection of cultural events to celebrate the diversity of the population around the center. After analyzing demographic data from the surrounding residential areas, we determined that there was a prevalent hispanic population residing within in close proximity to the center.¹ As such, we are porposing events celebrating the heritage of the residents including a Cinco De Mayo, Dia de los muertos, and National Hispanic Heritage Month. The second type of event would be more focused on small and local businesses and providing them a platform for selling their products. Inspired from the "artists & fleas" markets, we would like to provide an event featuring local cuisine, home goods, jewelry, and other local artisan merchandise.³ All of these events would incorporate entrepreneurship opportunities for local residents to display their products or ideas at much lower operating costs than a typical brick and mortar store front.

Infrastructure

A two-phase infrastructure plan is appropriate for the pop-up retail events, as it allows for immediate implementation with minimal upfront investment and future upgrades.

Phase 1

The goal for phase 1 infrastructure is to provide reliable infrastructure to vendors at a low price to Alliant Energy Center. Using temporary tents, the Alliant parking lots can be easily transformed into a space where vendors and aspiring entrepreneurs can come and sell their products. Temporary tents have proven to be successful at the Taste of Madison and the Artist and Fleas LA-Venice market. We propose the use of tents for the first phase of the Alliant Energy Center pop-up retail because tents will provide shelter, can be assembled and disassembled in minutes, and provide a means of segmenting off space for vendors.

A visual example of this infrastructure can be seen with the LA-Venice market (Figure 3). This market utilizes a local school's open outdoor space when it is not in use, two Saturdays every month.³ Vendors pay \$100 per market to rent 10 x 10 foot spaces from Artist & Fleas, who then repay the school for the use of their space.³ Therefore, the market not only generates revenue for the local school, but it also gives local entrepreneurs an opportunity to sell their products and build brands.

For the Alliant Energy Center pop-up, we suggest that vendor tents have 10 x 10 foot dimensions in order to standardize vendor space. This way, each vendor has as much space as the next unless they opt to pay more for two spaces. Also, the predetermined dimensions makes it easier to plan the lot layout and determine how many vendors can fit into each parking lot. We believe this phase can be implemented easily as tents are a very practical and fairly inexpensive way to create an outdoor pop-up market.

Phase 2

The second phase of the pop-up retail market would utilize a more semi-permanent infrastructure, such as old shipping containers or train boxcars. It could be implemented once interest in the market is established, and tents could slowly be replaced.

An example of a pop-up style market that utilizes shipping containers is the Granary Row market in Salt Lake City, Utah. The Granary Row market runs in the summer months every Thursday, Friday, and Saturday night.⁴ Shipping containers are advantageous for the market, because vendors can secure their products over the three consecutive nights. The cost of retail space at Granary Row is approximately \$250 per month, which is about half the price of average retail space.⁴ This lower cost means that a higher percentage of entrepreneurs and business owners could afford retail space there. It is important to note that the shipping containers are not moved at the Granary Row during the three day market. In contrast, the permanence of the Madison Pop-up market infrastructure would be dictated by the availability of the parking lots at the Alliant Energy Center. However, the events at Alliant rarely use all available parking, and some parking space should be reserved for semi-permanent storage of the phase 2 infrastructure.

There are several varieties of shipping containers that could be used in the market, but a 20 ft closed container or a 20 ft open side container would be the most practical for retail space (Figures 4&5). The shipping containers would be retrofitted with lighting, glass doors and wheels for easy mobilization, such as the updated shipping container in Figure 6. The cost would be about \$4,000-\$6,000 for the container itself, and after retrofitting, the total cost would amount to approximately \$30,000.⁵ The containers could be moved and stacked with a forklift, or rolled on wheels. A specific forklift that would be able to handle the weight of a shipping container is the Hyster H32.00C (Figure 8), although some lighter duty lifts would suffice, depending on available machinery already owned by Alliant Energy Center.

With a total estimated cost of \$500,000 - \$600,000, train boxcars would be significantly more expensive than shipping containers to implement in phase 2 (Figure 7). However, a professional firm would have to be hired to provide a more accurate cost for the infrastructure construction.

Boxcars have not been used in pop-up retail in the past, so the Alliant Energy Center could revolutionize the idea and draw additional customers interested in the unique market.

Several metrics should be used to determine the threshold to move from Phase 1 to Phase 2 infrastructure. The first item to consider would be the popularity of the market. This could be determined by looking at the attendance of the market, the percentage of available space that is regularly used, as well as the length of the waiting list of vendors interested in a retail space. If there is clearly high demand for retail space, as well as high attendance of the market, increasing the frequency of the market would be a viable option. It would also be important to consult with the vendors and find out their opinions about using shipping containers as retail space. If all of these measures look positive, shipping containers or boxcars could be phased in.

Using shipping containers or boxcars as retail space would differentiate the Alliant Energy Center pop-up events from other markets in the area. Other advantages of semi-permanent infrastructure include the on-site storage of goods and the opportunity for electricity. The semi-permanent retail space would also cost less than standard retail space in Madison; thus, providing more entrepreneurs an opportunity to sell their goods and gain customers and revenue streams.

Logistics

Market Location

Concerning phase 1, vendors will be able to rent a 10 x 10 foot space in a parking lot surrounding the Alliant Energy Center. Out of the five lots available, we propose that the Northeast (NE) lot be used, or another lot that is visible from Rimrock Rd or John Nolen Dr (Figure 2). The retail market should be visible from the roads so that people can see it as they drive by. This serves as an indirect (and free) marketing technique to get people aware of the event. Since only one lot will be used for the market, another lot nearby would be used for visitor parking during the event. The location of the market may have to change for phase 2 if the infrastructure is more permanent than phase 1.

Permitting

Each vendor would be required to have a vendor permit issued by Dane County. If a wait list is established, the vendor permit applications will be prioritized based on geographical location. The prioritization will guarantee the market is addressing the intended community of the surrounding neighborhoods. We have provided an example permit in the appendix (Figure 9). The only modification would be instead of using the table to determine cost for number of days and tables needed, tables would be replaced with whether a tent was needed or not. This way, if vendors cannot provide 10 x 10 tents themselves, they can rent tents for a flat fee of \$25. The county could buy a few pop-up tents for around \$60-\$75 (Amazon.com) and make the money spent back after just a couple events. The tents should last years and will continue to generate profits after they are paid off assuming vendors will continue to rent them. Additionally, the county (through the office of workforce and economic development) would be collecting money

from the vendor fees of \$50 per day per vendor. All pricing proposed is based off the artist and fleas LA-Venice market.³

Tracking Attendance

There are several techniques available to track and analyze attendance at markets. Although all attendance methods are rough predictions of the actual number of guests, they can be used to determine trends in attendance and compare the popularity of different events. The most practical and common technique is to station workers at each entrance and manually count the number of people entering throughout the event.³ The Crescent City farmers market in LA uses volunteers to count every visitor that enters the market.⁶ Motion detectors, although less accurate, can be used in place of workers to track travel through the market entrances.⁶ Wi-Fi analytics is another attendance tracking method, although it is typically used indoors and research on outdoor implementation is limited. Wi-Fi location analytics work by pinging and counting the number of smartphones in the surrounding area.⁷ FRESHFARM market in Washington, D.C. successfully implemented this method using a Raspberry Pi computer and USB wireless adaptor.⁶ Finally, a sampling method can be implemented to estimate the number of people in attendance at each event. For example, a drone can be used to capture pictures of the parking lot throughout the event, and attendance can be counted from the photos.⁷

Advertising

We recommend advertising for the event through the Alliant website events page and local news sources such as the Isthmus. Event vendors and attendees should be encouraged to subscribe to a monthly email newsletter, which includes information on upcoming events and vendor opportunities. In addition, social media should be leveraged by creating a pop-up retail Facebook, Instagram, and Twitter page, as well as public Snapchat filters for events.

Conclusion

Pop-up retail events at the Alliant Energy Center will benefit both the organization and the surrounding community. The surrounding underserved community will be targeted through the prioritization of vendor permits based off geographical location. The events can be implemented as soon as next year with low cost infrastructure to minimize the investment risk. Additional investment in the pop-up retail events will occur in the replacement of tents with shipping containers and boxcars. The Alliant Energy Center should make this additional investment using the capital collected through vendor fees. All recommendations proposed in this paper were based off published practices of established markets.

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1. <https://censusreporter.org/profiles/14000US55025001401-census-tract-1401-dane-wi/>
2. <https://www.alliantenergycenter.com/Upcoming-Events/PageId/Calendar>
3. <https://www.artistsandfleas.com/la-venice/>
4. <https://www.youtube.com/watch?v=66qiVmN6RWorices/>
5. <http://tsmcontainers.com/container-p>
6. <https://farmersmarketcoalition.org/counting-visitors-markets/>
7. <http://www.behavioranalyticsretail.com/7-technologies-to-track-people/>
8. <https://www.alliantenergycenter.com/Directions/Parking>
9. <http://pepperdine-graphic.com/artists-fleas-expands-to-venice/>
10. <https://www.template.net/business/agreements/vendor-agreement/>
11. <http://www.popshopolis.com/cool-pop-up-shops/>
12. <https://www.fullyloaded.com.au/detail/hyster-h32.00c-24372>

Appendix

Figure 1. Demographics concerning income in the Madison area¹

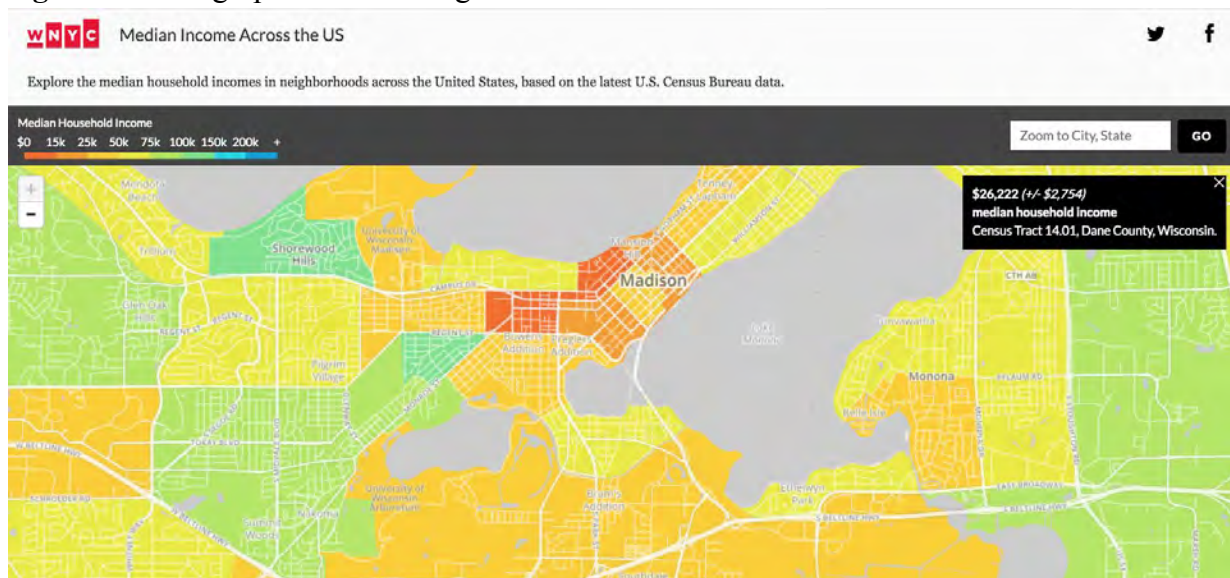


Figure 2. Map of Alliant Energy Parking Lots⁸



Figure 3. LA-Venice Pop-up Retail Market⁹



Figures 4&5. Example Shipping Containers



Figure 6. Example Retrofitted Shipping Container with Wheels for mobility¹¹



Figure 7. Boxcar price estimation

Estimated number of cars:	10
Rail construction	\$125,000
Transportation of cars to site	\$70,000
Price of boxcars (each)	\$25,000
Purchase and deliver all cars	\$450,000 - \$500,000
Initial fees for site design and permitting	\$50,000
Retrofit fees (electric, flooring, lighting, etc)	varies
Total estimated cost of completed project	\$500,000 - \$600,000

Figure 8. Hyster H32.00C forklift¹²



Figure 9. Example Vendor Permit¹⁰

Thwing Center Vendor's Agreement

Name of Vendor: _____

Name of Company: _____

Address: _____

Phone: _ (____) _____ Fax: _ (____) _____

Email: _____ Website: http:// _____

On this date(s) _____, the above listed vendor may utilize the Thwing Center Atrium to sell the following articles: (brief description will help in advertising)

The aforementioned vendor agrees to abide by all of the rules and regulations of Case Western Reserve University (herein referred to as Case) and of Thwing Center. Vendor agrees to be solely responsible for loss or damage to sale articles and any vendor property and to hold Case harmless from any liability, which may result from vendor's negligence or willful misconduct.

The aforementioned vendor shall remit payment in full with this agreement. *Cancellation* may be made in writing, via email, or by contacting Teri Geiger at (216) 368-2660. The vendor may cancel a reservation 4 business days prior to the date(s) specified above with a full refund. If vendor fails to cancel reservation in the stated manner, payment is forfeited.

Vendor's Signature: _____ Date: _____

Please put a check next to the number of tables and days requested.

	One table	Two tables	Three tables
One Day	\$50.00	\$75.00	\$100.00
Two Days	\$100.00	\$150.00	\$200.00
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Workforce Outreach: Best practice research and recommendations

Introduction

Dane County defined equity as “fair and just inclusion into a society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential” in the “Dane County Wisconsin Racial Equity Analysis & Recommendations” report from 2015.¹ They claim that “equity gives all people a just and fair shot in life despite historic patterns of racial and economic exclusion.”² To achieve better equity in the distribution of unemployment amongst groups, our team has identified effective strategies that can be used to reach out to and connect with populations that may not be aware of how to seek employment.

This report aims to give Dane County recommendations on tangible actions to improve networks with potential workforce populations. We identified a target audience of racial minorities in Dane County (specifically Black and Latino populations) for the workforce outreach. Over the course of the semester, our team has worked with Dane County community partners and conducted internet best practice research to develop recommendations on how to best connect with these potential workforce members.

What is the problem?

Dane County has much to be proud of as a livable vibrant community; unfortunately, not all residents have felt the benefits this community has to offer in the same way. Despite the positive reputation, analyses of health and wellbeing show deep disparities between people of color living in Dane County and their white counterparts. According to the “Dane County Wisconsin Racial Equity Analysis & Recommendations” report from 2015, Dane County is deeply divided in realms such as unemployment, poverty, criminal and juvenile justice, and education.³ The focus of this project is unemployment and underemployment which is generally defined as the under-use of a worker to a job that does not use the workers skills, or is part time, or leaves the worker idle. A person can be defined as underemployed while working part-time while desiring full-time work or is overqualified for a position.⁴

Unemployment rates in Dane County were two to four percentage points below the national average and two percentage points below state unemployment levels during the period from 2006— 2012, increasing by almost two percentage points to 6% total unemployment by 2014.⁵ However, this unemployment rate of 6% is not the same amongst all groups in Dane County. For example, Blacks were between three to five and a half times as likely as Whites or Latinos to be unemployed in 2012. Further, Blacks in Dane County had an unemployment rate of 21%, whereas Whites experienced an unemployment rate of 4% 2010-2012. Black

¹ <http://www.centerforsocialinclusion.org/wp-content/uploads/2015/09/Dane-County-Wisconsin-Racial-Equity-Analysis-Recommendations.pdf>, page 4

² <http://www.centerforsocialinclusion.org/wp-content/uploads/2015/09/Dane-County-Wisconsin-Racial-Equity-Analysis-Recommendations.pdf> page 4

³ <http://www.centerforsocialinclusion.org/wp-content/uploads/2015/09/Dane-County-Wisconsin-Racial-Equity-Analysis-Recommendations.pdf>, Page 10

⁴ <https://en.wikipedia.org/wiki/Underemployment>

⁵ https://danedocs.countyofdane.com/PDF/capd/2014_Postings/FHEA%20Final/FHEA.pdf, page 24

unemployment in Dane County was also higher than Black U.S. unemployment which is 17%.⁶ Less extreme but apparent disparities exist between white unemployment and Latino unemployment 2010-2012.⁷ White unemployment rates in Dane County were 4%, versus Latino 6%.

Barriers

We aimed for an approach that would be inclusive of all backgrounds. There are multiple barriers that many residents of Dane County face in employment search. For example, 17% of Latinos in Wisconsin reported speaking English “not too well” or not at all⁸, which could be a potential barrier in communicating employment opportunities and resources.

The Madison Metropolitan Transit has buses that travel throughout the week to the majority of the city⁹, including to low income communities and communities of color. The base fare for a single ride is \$2.00, but the city of Madison has a low-income option of \$28.00 for a 31 day pass¹⁰. All day transit service during the day is limited to central Madison. Both the cost of transportation and the time limits may present a possible barrier for Madison residents. In the rural areas of Dane County, “transit travel times can be long, with infrequent service”¹¹. A lack of access to transit can limit access to opportunities to learn more about resources and jobs available in Dane County, as well as access to those jobs.

While the Madison Public Libraries allow access to computers with internet access, the libraries are only open between 9a.m. and 9p.m. at most during weekdays and with limited hours on Saturday and Sunday.¹² The computers have 2 hour time limits per day at a single library¹³. In rural areas, internet access may be intermittent and slow at best, forcing residents to travel to access many online services.¹⁴ This may make an online outreach approach difficult for some residents of Dane County, and thus, have an adverse effect on opportunities.

Although job fairs provide communities with the opportunity to learn more about employment resources, according to our reference at the Latino Academy in Dane County, they are often held at times during which community members are unavailable, such as working hours. This barrier to service may prevent people from accessing information about different job opportunities in Dane County.

Methods for research

Throughout our research, we looked for workforce outreach approaches that would be inclusive of diverse backgrounds. More specifically, language barriers, internet access, and transportation access were our main concerns. We began by looking at what other counties (specifically Milwaukee County) have done to reach out to minorities as potential workforce members. Many

⁶ https://apl.wisc.edu/publications/Dane_County_Demographics_Brief_2014.pdf, page 16

⁷ https://apl.wisc.edu/publications/Dane_County_Demographics_Brief_2014.pdf, page 16

⁸ https://apl.wisc.edu/publications/Latino_Chartbook_2010.pdf

⁹ <http://www.cityofmadison.com/metro/schedules/SystemMaps/WeekdayMap.pdf>

¹⁰ <http://www.cityofmadison.com/metro/fares/>

¹¹ https://danedocs.countyofdane.com/PDF/capd/2014_Postings/FHEA%20Final/FHEA.pdf, page 12

¹² <http://www.madisonpubliclibrary.org/locations>

¹³ <http://www.madisonpubliclibrary.org/computers#public>

¹⁴ http://host.madison.com/business/article_a6d5f951-7937-5e37-b7dc-54b5fd88460c.html

good ideas and strategies came from this research. As each county is unique in composition, we wanted to make sure that our research could be effectively applied to Dane County.

To address the concerns of applicability to Dane County, we cross referenced our online research findings with recommendations from local Dane County community partners. We reached out to different Dane County organizations such as [The Urban League of Greater Madison](#), the [United Way](#), the [Latino Academy](#), and the [Centro Hispano](#) to learn more about how underserved populations experience barriers within Dane County. The Urban League, which primarily addresses the needs of black populations in Dane County, and the Latino Academy, which primarily addresses the needs of Latino populations in Dane County, provided us with the most detailed and thorough research. These two organizations were chosen to act as authority on what can be successful in Dane County due to the success of their existing programs on workforce outreach and development.^{15,16} These organizations have made a great impact within Dane county by helping to empower communities and create opportunities for minorities through education, training, and jobs opportunity. We conducted interviews with each of the organizations via phone and email to gain their insight on the following questions:

- What kind of social networks does the population your organization addresses tap into? Who are their trusted entities?
- How might social networks be enlarged?
- Where are places this population gets information?
- Where should money be spent if your organization had unlimited funds to allocate to communication efforts - where do you think you would get the most bang for your buck?
- What do you see as the best avenues of communication? What do you think about job fairs and locations, bus ads, etc.?

Community partner organization contacts:

- Urban League of Greater Madison: Wayne Strong, Director of Workforce Development Services, 608-729-1233, wstrong@ulgm.org, <http://ulgm.org>
- Latino Academy: Carla Garces, (608)310-4573, carla@latinoacademywi.org <http://www.latinoacademywi.org/about-us.html>
- United Way: (608)246-4350, <https://www.unitedwaydanecounty.org>
- Centro Hispano: (608)255-3018, <http://www.micentro.org>

Other contacts:

- La Movida: Lupita Montoto, (608)441-3768, lupita.montono@lamovidaradio.com, <http://www.lamovidaradio.com>

After speaking to these organizations, we reflected on their answers and suggestions to see how some of their successes could be incorporated into Dane County as a whole. We researched further into the effectiveness of job fairs, local advertising, resume workshops, ethnic radio stations, bus advertisements, social media promoting, and church and community events. We also looked into where the Black and Latino communities congregate the most within the county.

¹⁵ <http://ulgm.org/employment-programs/for-job-seekers/>

¹⁶ <http://www.latinoacademywi.org/employment--training.html>

Findings

Milwaukee County:

The Milwaukee County Office for African American Affairs put together a report Workforce Development Programs Mapping & Analysis as part of a larger effort to end racial disparities in Milwaukee County. Their strategy was to compile information from workforce development programs within County government. Upon analyzing the different outreach approaches found in Milwaukee County, the organization's New Pathways for Fathers and Families, Word of Hope Ministries, Preparation for Success Program, Aramark Culinary Training Program, American Job Center, Forklift Certification Program have found success with brochures, fliers, and/or radio.¹⁷

Urban League of Greater Madison:

Wayne Strong, Director of Workforce Development Services at the Urban League of Greater Madison, said that most participants without internet access in Urban League programs have discovered the program through word-of-mouth, specifically from past participants. For those with internet access, their website and social media sites such as Facebook, LinkedIn, and Yammer have been a triumph for assessing potential candidates for their academies. Mr. Strong claimed that he would make better use of newspaper and magazine ads to advertise Urban League's employment and training services if funds were available. He cited the publications UMOJA (a monthly magazine "of positive, encouraging news about African American people and job opportunities in Madison Wisconsin"), Capitol City Hues, and Madison 365 specifically.

Latino Academy:

Carla Garces, our contact at Latino Academy, said that most Dane County citizens who come to the Latino Academy find their employment through neighborhood word of mouth, their churches, and other community based organizations. Latino Academy has used poster advertisements in Latino grocery stores and Facebook promotions that have been successful for their programs. Once per month, Latino Academy hosts an hour long radio show on La Movida FM station that highlights job opportunities and Latino Academy events. All programming on La Movida is spoken in Spanish, making it more accessible to Dane County populations that speak Spanish primarily.

Internet Research:

Internet research on workforce outreach best practices echoes a lot of the advice of the organizations to which we spoke. The University of California at Berkeley's University Health Services compiled a toolkit specifically geared towards hiring a more diverse workforce, and offers advice including partnering with local minority-serving institutions, asking recruiters to speak at community colleges and other institutions that primarily serve minorities, and using internet sites such as LinkedIn and social media to find candidates.¹⁸ Furthermore, the U.S. Office of Minority and Women Inclusion's responsibilities in hiring a more diverse workforce include placing advertisements in magazines and newspapers oriented towards minorities and reaching out to minority-serving institutions.¹⁹ Additionally, in a flier detailing best practices for

¹⁷ <http://county.milwaukee.gov/ImageLibrary/Groups/cntyExecutive/WorkforceDevelopmentProgramsMappingandAnalysis.pdf>

¹⁸ https://diversity.berkeley.edu/sites/default/files/recruiting_a_more_diverse_workforce_uhs.pdf

¹⁹ <https://www.sec.gov/omwi/workforce-outreach.html>

inclusive outreach, United Way recommends translating information to better suite their audiences, and determining which speakers may be most appealing and effective when communicating with specific populations.²⁰

Strategy Recommendations for Dane County Workforce Outreach

Recommendation #1: Radio programming advertisements

Latino Academy has had great success with La Movida 94.5 & 1480 FM station. Our research on Milwaukee County shows that radio ads have proven successful for many community organizations as well.²¹ La Movida gives Latino Academy an hour block each month to discuss events that will be occurring and glaring issues that are affecting the Latino community. Dane County could follow in Latino Academy's footsteps, and reach out to the radio station to get a live hour every month to discuss about resources within the county, new employment opportunities, or bring in a local leader to talk about the progress being made in the county. A monthly show at La Movida costs \$500 which includes an hour live show and promotion of the show. The radio station would begin promoting the show with 20, 30 seconds promos a week prior to its' air date. La Movida would also include the talk on their accessible programming schedule on their [website](#). Along with the monthly talk, Dane County could advertise job fairs, weekly events, etc. The cost of an average radio ad at La Movida would be calculated based on the length and frequency of the ad. For example one 30 seconds ad costs \$20 and can be aired from 6am- 7pm within 1-25 weeks. If the ad were to be aired 10 times within those 25 weeks that would result in a \$200 expense. Beyond targeting the Latino community, there are other radio stations such as [Wort 89.9 FM](#), which would enable the county to grasp other minorities groups. A monthly talk and daily ad could also be a possibility on Wort's radio station. This model would allow Dane County to reach a variety of demographics and potential workforce participants.

Recommendation #2: Print advertising in high trafficked congregation sites

Through our research on the Urban League of Greater Madison, the Latino Academy, and case studies of community organizations in Milwaukee County, marketing through fliers and print publications have been identified as successful approaches. Local congregation sites such as grocery stores, churches, community centers, and other high trafficked centers are ideal for advertisement posting. Many of these centers are often tailored to specific minorities. For example Latin grocery stores like [Mercado Marimar](#), [Taqueria Gonzalez](#), and [Santa Maria Grocery](#) and predominately Latino populated churches like [Lighthouse Church](#), [Saint Patrick's Catholic Church](#), and [Holy Redeemer Catholic Church](#) are ideal for marketing towards the Latino population in Dane County. Advertisements should be accommodating to diverse language proficiencies and education levels.

Recommendation #3: Marketing announcements through community leaders

Through our research both online and with Urban League of Greater Madison and the Latino Academy, we recommend marketing through members of organizations. Such as churches and community centers to provide workers with the opportunity to jumpstart careers. Again, we recommend members of community locations that are tailored to minorities, including

²⁰ <http://nationalassembly.org/uploads/publications/documents/bestpracticesforinclusiveoutreach.doc>.

²¹ <http://county.milwaukee.gov/ImageLibrary/Groups/cntyExecutive/WorkforceDevelopment/ProgramsMappingandAnalysis.pdf>

the churches mentioned above, [Dane County's Catholic Multicultural Center](#), [Mount Zion Baptist Church](#), and [the Urban League](#). This recommendation is supported by the information from the Latino Academy that suggested word of mouth at community centers and churches may be most beneficial. It is also supported by the information found on United Way's website that suggests determining which speakers may be effective in communicating with particular populations. If people who are unemployed or underemployed are hearing from members of their community rather than a stranger, they will likely be inclined to follow-up to find out more information about those opportunities.

Conclusion

Dane County has many opportunities to expand the inclusivity of their workforce outreach. Approaches that target specific underrepresented groups in their congregation sites are ideal to improving workforce equity disparities and following these recommendations will help Dane County achieve that.



About UniverCity Year

UniverCity Year is a three-year partnership between UW-Madison and one community in Wisconsin. The community partner identifies sustainability and livability projects that would benefit from UW-Madison expertise. Faculty from across the university incorporate these projects into their courses with graduate students and upper-level undergraduate students. UniverCity Year staff provide administrative support to faculty, students and the partner community to ensure the collaboration's success. The result is on-the-ground impact and momentum for a community working toward a more sustainable and livable future.

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