



Employment and Career Development Services 2026 Request for Proposal (RFP) Organization Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30PM August 3rd, 2026

Official submission date and time will be based on the time stamp from the CDD Applications' inbox. Late applications will not be accepted.

The intent of this RFP application is for applicant organizations to have the opportunity to apply for funding towards programs/services under the umbrella of the Employment and Career Development Service Area in the Community Resources Unit. There are four priority areas in the Employment RFP, one of which has 2 sub-areas:

- Youth Employment
 - Programs and Services
 - Wanda Fullmore Internship
- Young Adult Employment- Programs and Services
- Adult Employment- Programs and Services
- Southwest Madison Employment Center Operator

Organizations can apply for each program type. Please refer to the RFP guidelines for full program type descriptions.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative, Part 2 - Program Narrative(s), and Part 3 - Budget Workbook** **will not be considered in the evaluation of this proposal.**

Do not attempt to unlock/alter this form. The font should be no less than 11 pt.

If you need assistance related to the content of the application or are unclear about how to respond to any questions, please contact CDD staff: Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com or Community Development Specialist Dominic Davis ddavis2@cityofmadison.com. We are committed to assisting interested organizations in understanding and working through this application and funding process.

If you have any questions or concerns that are related to technical aspects of this document, including difficulties with text boxes or auto fill functions, please contact Madeline Bohrod – mbohrod@cityofmadison.com.

APPLICANT TYPES

Every organization applying for funding **must submit an organizational history narrative per program** detailing their organization's background, mission, and vision (Questions 1-4 below).

SINGLE APPLICANTS

If your organization is applying for multiple programs, **each program application must be submitted separately with all the required submission documents** (See RFP Guidelines, Required Information and Content of Proposals).

JOINT/MULTI-AGENCY APPLICANTS

For those choosing to submit a joint/multi-agency proposal, **only** the designated **LEAD Agency** is required to:

- 1) Complete and submit responses to questions 5-9 below pertaining to organizational history and mission statement, partnership history, rationale for partner selection, division of roles and responsibilities, anticipated challenges, and any previous collaborations or partnerships.
- 2) Submit the organizations' history partnership narrative per priority area or program type.

Part 1 - Organization Narrative Form

***Note: Please use the grey text boxes when completing this form**

Legal Name of Organization:	Boys & Girls Clubs of Dane County	Total Amount Requested:	\$ 334,072.00
All program(s) connected to your organization:	Program Name: Career Exploration Amount Requested: \$ 89,200 Applicant Type: Single Agency Application Program Type: Youth Employment- Programs & Services List Program Partner(s) (if applicable):		
	Program Name: High School Internships Amount Requested: \$ 67,777 Applicant Type: Single Agency Application Program Type: Youth Employment- Programs & Services List Program Partner(s) (if applicable):		
	Program Name: College Internships Amount Requested: \$ 68,315 Applicant Type: Single Agency Application Program Type: Young Adult Employment - Programs and Services List Program Partner(s) (if applicable):		
	Program Name: Non-profit Internship Rotation Amount Requested: \$ 45,000 Applicant Type: Single Agency Application Program Type: Young Adult Employment- Programs & Services List Program Partner(s) (if applicable):		
	<i>If you are applying for more than four programs, please contact Dominic Davis Ddavis2@cityofmadison.com</i>		

Contact Person for application (Joint Applications -Lead Org):	Jennifer Lord	Email: jlord@bgcdc.org	
Organization Address:	5215 Verona Road, Fitchburg WI, 53711	Telephone:	608-205-2606
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (if no)	

Single and Lead Agency Qualifications: Complete this section if you are applying as a SINGLE AGENCY or serving as the LEAD AGENCY in a joint/multi-agency application.

- Briefly describe your organization's history, core mission, and experience providing services relevant to this proposal.** If applicable, highlight any work related to employment and career development, or serving the proposed population. Please keep your response concise (approximately 1–2 paragraphs).

Founded in South Madison in 1999, Boys & Girls Clubs of Dane County (BGCDC) inspires and empowers all young people, especially those who need us most, to reach their full potential as productive, responsible, and caring adults. BG CDC serves more than 7,500 young people through ten Club and school-based locations across Madison, Fitchburg, and Sun Prairie. More than 80% of the young people served are youth of color, 74% live at or below the federal poverty level, and half live in single-parent households. BG CDC's longstanding presence in South Madison, Allied-Dunn's Marsh, and other historically under-resourced communities has enabled the organization to build trusted relationships with low-income youth, young adults, families, schools, and community partners.

BG CDC has more than 15 years of experience helping youth and young adults prepare for postsecondary education, employment, and family-supporting careers. Through AVID/TOPS, TOPS College Success, Career Exploration, paid high school and college internships, and CareerForce BuildUp! at the McKenzie Regional Workforce Center (MRWC), BG CDC provides career exposure, workplace-readiness training, paid work experience, individualized coaching, financial education, technical training, industry credentials, and connections to employers, unions, apprenticeships, and postsecondary education. This continuum and BG CDC's partnerships with schools, higher education institutions, community organizations, and employers provide the foundation for both the education and skilled-trades programs proposed in this application.

- Describe your organization's experience implementing programming aligned with the Employment Services and Career Development RFP Guidelines.** Please include specific examples relevant to the programs proposed in this application. If applicable, list all the current Employment programs your organization operates, along with their inception dates.

BG CDC combines structured learning and paid experience with trusted adult relationships, individualized coaching, employer engagement, and assistance addressing barriers that can affect participation. Its programs serve youth and young adults across multiple stages of the employment continuum, from identifying career interests and practicing foundational workplace skills to earning industry credentials and entering employment, apprenticeships, or postsecondary education.

AVID/TOPS, launched in 2008, now serves nearly 1,300 students annually across Madison's four comprehensive high schools. The program integrates academic support, mentoring, career and college exposure, and relationships that help

students prepare for life after high school. TOPS College Success, established in 2011, extends coaching, career guidance, and internship access into postsecondary education.

Career Exploration began in 2011 and currently provides students entering grades 7 through 10 with a seven-week, 60-hour paid introduction to the workplace. Participants explore career clusters through hands-on activities, interactive conversations with professionals, workplace and postsecondary visits, professional skills development, and a final portfolio. Eligible participants may also earn school credit. BG CDC's High School and College Internship Programs began in 2014 and place participants in paid positions across nonprofit services, healthcare, business, information technology, science, and other fields. Interns receive work-readiness preparation, weekly professional development, individualized support from success coaches, regular check-ins, employer feedback, and assistance addressing transportation or other barriers.

BG CDC also has experience coordinating internships across a large network of community employers. In 2017, the organization provided 75 paid internships through 33 employers and implemented rotational placements in which participants worked across multiple departments. This experience directly informs the proposed Nonprofit Internship Rotation Program and demonstrates BG CDC's ability to coordinate paid placements, prepare participants, support supervisors, monitor progress, and help young adults translate their experience into professional skills, work samples, relationships, and clearer career direction.

BG CDC expanded its employment continuum through skilled-trades programming piloted in 2022 and the opening of the MRWC in 2023. CareerForce BuildUp! is BG CDC's umbrella workforce model, integrating pre-apprenticeship and technical training, entrepreneurship education, and durable workplace-skills development. Its established cohort programs include Youth Pre-Apprenticeship for youth ages 16 to 18 and NextGen Builders Academy for youth and young adults ages 16 to 24. Participants receive hands-on instruction, mentoring, financial education, jobsite and apprenticeship training center visits, industry-recognized credentials, and direct connections to employers, unions, apprenticeships, and continued education.

As of April 2026, MRWC had introduced 6,460 youth to skilled-trades careers and graduated six Youth Pre-Apprenticeship cohorts and four NextGen Builders Academy cohorts with a combined 98% completion rate. Ninety-seven participants completed pre-apprenticeship training, 97 received construction-related certifications, and 63 gained construction-related work experience through internships or summer employment. 43 high school graduates entered a construction-related apprenticeship, college program, or career. These results demonstrate BG CDC's ability to deliver structured occupational training, maintain strong completion rates, coordinate with industry partners, and connect participants to measurable next steps toward stable employment and economic mobility.

Current employment and career-development programs include:

AVID/TOPS, 2008

TOPS College Success, 2011

Career Exploration, 2011

High School Summer Internship Program, 2014

College Summer Internship Program, 2014

CareerForce BuildUp!, 2023, following the 2022 skilled-trades pilot

Youth Pre-Apprenticeship Program, 2023

NextGen Builders Academy, 2023

- 3. Describe any significant changes or shifts at your agency in the past two years:** This may include changes in leadership, turnover of management positions, strategic planning efforts, or expansion/loss of funding and/or staff. Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

In the past two years, the most significant organizational change was the passing of BG CDC's President and CEO, Michael Johnson. This was a major loss for the organization and the broader community. At the same time, BG CDC has continued to provide programs and services without interruption because the organization's leadership structure already placed significant responsibility with vice presidents and department leaders, who continue to oversee day-to-day operations, program delivery, partnerships, and staff supervision. Taylor Jackson, a longtime BG CDC leader with more than 10 years of experience with the organization, is serving as Interim CEO and provides continuity during the transition. BG CDC has also navigated a changing funding environment, including the loss of significant federal funding, while continuing to pursue diversified public and private funding to sustain core services. These changes do not reduce BG CDC's ability to provide the proposed services; rather, BG CDC's experienced leadership team, established program models, and strong partner network position the organization to continue delivering education, employment, and workforce programs with stability.

- 4. Describe any anticipated changes or shifts at your agency in the next two years.** Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

Over the next two years, BG CDC anticipates completing the transition to permanent CEO leadership who will continue building on the BG CDC mission and vision. The Board of Directors is leading a national search for the next CEO, while Taylor Jackson serves as Interim CEO. BG CDC has also developed a 90-day transition plan to support organizational stability, maintain clear decision-making, and ensure programs and services continue without disruption. The organization's mission, vision, and strategic priorities remain unchanged. BG CDC's executive team, vice presidents, and department leaders will continue managing daily operations and program implementation, ensuring continuity for youth, families, partners, and funders during the leadership transition.

- 5. Describe your organization's required qualifications, education, and training for program staff.**

Include how your organization supports staff in meeting these requirements and any ongoing professional development opportunities offered (e.g., trauma-informed care, culturally responsive services, etc.).

BG CDC establishes position-specific education, experience, and training requirements based on each staff member's role, level of responsibility, and direct contact with participants. Education and career-development staff are expected to bring experience in youth and young adult development, career exploration, college and career readiness, program planning, coaching, partnership coordination, and program administration. The Career Program Director position requires experience in teen programming, adolescent development, career exploration, staff oversight, and community partnership coordination. TOPS Coordinators, College Success staff, and related program staff generally have education or experience in education, social work, social sciences, nonprofit services, secondary schools, school districts, or postsecondary settings, along with direct-service experience supporting youth and young adults.

For MRWC and skilled-trades programming, staff and instructors are expected to bring experience in construction, pre-apprenticeship or trades training, worksite safety, employer partnership coordination, cohort-based instruction, and youth and young adult development. Staff supporting credential-based training help maintain curriculum, safety, and

industry-recognized training expectations, including instruction aligned with OSHA-10, NCCER Core, and related construction-readiness credentials where applicable. Across both education and workforce programs, staff must be able to build trusting relationships with participants from diverse racial, cultural, linguistic, and economic backgrounds; provide asset-based support; respond to barriers that may affect participation; and connect youth and young adults to education, employment, apprenticeship, training, and other next steps.

BGCDC also recognizes lived experience as a meaningful staff qualification. Among current AVID/TOPS staff, 76% are alumni of AVID/TOPS or similar college-access programs or were first-generation college students. The Education Department intentionally recruits people who have participated in BGCDC programs, attended similar programs, or share experiences and identities with the young people and young adults served. This combination of professional and lived experience strengthens BGCDC's ability to provide culturally responsive support to BIPOC, low-income, first-generation, and other participants who have historically faced barriers to education and employment opportunities.

Youth-facing staff complete required background checks before beginning work and receive onboarding and training in youth safety, recognizing and responding to abuse, developing supportive mentoring relationships, creating inclusive environments, interrupting racial and cultural bias and microaggressions, and providing asset-based services. Staff assigned to the proposed programs also receive or refresh program-specific training in participant assessment, career-interest exploration, internship matching, durable-skill development, financial empowerment, individualized coaching, resource referral, data collection, employer communication, credential tracking, and follow-up support.

BGCDC supports continued staff development through regular supervision and coaching, cross-program planning, participant and partner feedback, in-person training, online professional development through Boys & Girls Clubs of America, and opportunities for leadership staff to attend regional and national youth-development conferences. Supervisors use program data, staff observations, participant feedback, employer feedback, and training outcomes to identify additional coaching or professional development needs and strengthen service quality throughout implementation.

Joint/Multi-Agency Qualifications: *Fill out if you are **THE LEAD AGENCY** in the Joint/Multi-Agency Application **ONLY***

Program name:

Program type: Choose an item.

List all joint or partner applicants involved in this program and include their website links (for reference to their mission and vision statements)

6. Provide an overview of your organization's partnership history with the collaborating agency or agencies.

When and how did the partnership(s) begin, and what collaborative initiatives or projects have you worked on together in the past?

7. Explain the rationale for partnering with the agency or agencies identified in this application.

What unique strengths or resources does each organization contribute, and how do these assets complement one another in achieving the goals of the proposed program?

8. **Describe how roles and responsibilities will be divided between your organization and the collaborating agency or agencies in the proposed program.** How will each partner contribute to program design, implementation, and evaluation?
9. **Outline any anticipated challenges or barriers related to the partnership and describe how you plan to address them collaboratively.**
10. **If applicable, describe any past collaborations your organization has had with agencies providing Employment Services.** What lessons or insights did you gain from those experiences and how will they inform you in your approach to the current partnership?



Part 1 - Organization Narrative Form

***Note: Please use the grey text boxes when completing this form**

Legal Name of Organization:	Boys & Girls Clubs of Dane County	Total Amount Requested:	\$ 334,072.00
All program(s) connected to your organization:	Program Name: Workforce Preapprenticeship Amount Requested: \$ 63,780 Applicant Type: Single Agency Application Program Type: Youth Employment- Programs & Services List Program Partner(s) (if applicable):		
	Program Name: Amount Requested: Applicant Type: Program Type: List Program Partner(s) (if applicable):		
	Program Name: Amount Requested: Applicant Type: Program Type: List Program Partner(s) (if applicable): Program Type		
	Program Name: Amount Requested: Applicant Type: Program Type: List Program Partner(s) (if applicable):		
	<i>If you are applying for more than four programs, please contact Dominic Davis Ddavis2@cityofmadison.com</i>		
Contact Person for application (Joint Applications -Lead Org):	Jennifer Lord	Email: jlord@bgcdc.org	
Organization Address:	5215 Verona Road, Fitchburg WI, 53711	Telephone:	608-205-2606

501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent <i>(if no)</i>	
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Employment and Career Development Services 2026 Request for Proposal (RFP) Program Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30PM August 3rd, 2026

Official submission date and time will be based on the time stamp from the CDD Applications' inbox. Late applications will not be accepted.

Program Narrative Form **MUST be completed for EACH PROGRAM** for which you are asking for funds.

JOINT/MULTI-AGENCY APPLICANTS

Only the designated 'LEAD AGENCY' is required to submit the Program Narrative form on behalf of each of the identified partners listed in the application.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative, Part 2 - Program Narrative(s), and Part 3 - Budget Workbook** **will not be considered in the evaluation of this proposal.**

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If you have any questions or concerns that are related to technical aspects of this document, including difficulties with text boxes or auto fill functions, please contact Madeline Bohrod – mbohrod@cityofmadison.com.

Part 2 - Program Narrative Form

Program Name:	College Internship Program	Total Amount Requested for this Program:	\$ 68,315.00
Legal Name of Organization:	Boys & Girls Clubs of Dane County	Total amount Requested for Lead/Single Applicant	\$ 68,315.00
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):		Total Amount Requested for Partner 1:	\$
		Total Amount Requested for Partner 2:	\$
		Total Amount Requested for Partner 3*:	\$
Program Contact: Lead Organization Contact	Jennifer Lord	Email:	jlord@bgcdc.org
		Phone:	608-206-9374
Program Type: Select ONE Program Type for this form.			
☐ Youth Employment- Programs and Services ☐ Youth Employment- Wanda Fullmore Internship ☒ Young Adult Employment- Programs and Services ☐ Adult Employment- Programs and Services ☐ Southwest Madison Employment Center Operator PLEASE NOTE: Separate applications are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.			

1. PROGRAM OVERVIEW

- A. Need: What specific need(s) in the City of Madison does this program aim to address? Please cite the data or community input used to support your response.

Low-income, BIPOC, and first-generation college-aged young adults in Madison need more equitable access to paid, supported internships that connect postsecondary education to career pathways. The City's RFP identifies significant racial disparities across education, employment, and income, including a median household income of approximately \$43,000 for Black households compared with approximately \$82,000 for White households in Madison. The RFP also notes that approximately one in five Black and Hispanic MMSD students does not graduate within five years, compared with approximately one in twelve White students. These disparities do not end at high school graduation. Students who make it to college often continue to face financial pressure, limited professional networks, transportation barriers, and unequal access to career-building experiences that can shape their employment options after graduation.

Paid internships are one of the clearest ways to help young adults build the experience, references, confidence, and professional relationships needed to move toward stable employment. National research also shows why paid internship access matters for equity. NACE reports that paid interns average more job offers than unpaid interns or students with no internship experience, and that women, Black, Hispanic, and first-generation students are underrepresented in paid internships. Strada Education Foundation similarly reports that individuals of color, first-generation students, community college students, and financially vulnerable

students face some of the greatest barriers to securing internships, while graduates who complete paid internships are more likely to secure a first job that requires a degree.

The College Internship Program responds to this gap by creating paid, structured, and supported internship opportunities for 20 college-aged young adults. Without this support, students may complete coursework and career preparation but still lack the workplace experience and professional connections employers expect. Unpaid or underpaid opportunities do not solve this problem for students who need income to remain enrolled, meet basic needs, or support their families. At the same time, some local employers and community organizations can provide meaningful projects, supervision, and mentorship but do not have the resources to fund interns. BG CDC's program addresses both sides of this need by funding paid placements, matching students with appropriate host sites, and providing ongoing coaching so students can complete the internship and move toward employment, continued education, or career advancement.

- B. Goal Statement: What is the overarching goal of your program in response to the identified need? How does this goal align with the scope, priorities, and desired outcomes described in the RFP guidelines?

The overarching goal of the College Internship Program is to make meaningful, paid, career-aligned internship experiences an equitable and attainable step for Madison college-aged young adults who face barriers to professional employment. The program is designed to interrupt the cycle in which students need experience and professional connections to secure a job, but cannot gain either without first being given access to a paid opportunity. Through an eight-week internship model, BG CDC will help 20 young adults build workplace readiness skills, clarify career goals, strengthen professional confidence, earn income, and develop relationships with employers and mentors.

This goal directly aligns with the City's Employment and Career Development RFP, which seeks programs that help residents build skills, access meaningful work and career opportunities, increase financial stability, and move toward long-term economic mobility. The RFP also emphasizes a coordinated employment continuum in which programs help participants develop the skills, experience, and support needed to take the next step in their employment journey. For college-aged young adults, the next step is often the bridge between postsecondary education and stable employment. BG CDC's College Internship Program strengthens that bridge by expanding access to paid work-based learning, connecting students to local employers, and providing the coaching and support needed for participants to succeed during and after the internship. In prior years, some interns have continued with their host employers beyond the summer, demonstrating the program's potential to create bridges to continued employment and longer-term career pathways. The program's near-term outcomes, including increased career knowledge, stronger workplace readiness, internship completion, and clearer next-step plans, serve as practical indicators that participants are progressing toward the City's broader goals of upward mobility, financial stability, and long-term employment success.

- C. Program Summary Briefly summarize your proposed program, including the population served, core services or activities, where and how services will be delivered, and key expected outcomes. This should provide a high-level snapshot of the program.

The College Internship Program provides approximately 20 college-aged young adults, generally ages 18 to 26, with a paid, supported bridge from postsecondary education into the professional workplace. The program primarily serves AVID/TOPS alumni and college students connected to Madison College, Edgewood College, UW-Madison, and BG CDC's College Success network. It prioritizes BIPOC, first-generation, and low-income young adults who have historically had less access to professional networks, paid internships, and career-aligned first work experiences. BG CDC recruits students through alumni outreach, College Success Coaches, email, social media, community events, college and university relationships, and referrals from staff, alumni, employers, and community partners. Applicants submit an application, resume, and cover letter, giving participants early practice with a professional hiring process. Selected students are matched according to their interests, field of study, career goals, availability, and support needs with employers from BG CDC's citywide network of businesses and organizations. Interns generally work 15 to 30 hours per week during the summer and earn at least \$15 per hour.

Each intern is supported by a BG CDC College Success Coach or designated program coach who facilitates a pre-employment meeting with the intern and employer, provides workplace orientation and goal-setting support, maintains regular contact, gathers supervisor feedback, conducts a mid-summer site visit, and helps resolve challenges throughout the placement. BG CDC also coordinates payroll and assists with transportation when needed, reducing practical barriers that could prevent students from participating or completing their internships.

Through meaningful work and consistent coaching, participants build communication, problem-solving, self-management, and other transferable workplace skills while gaining professional references, relationships, work products, and a clearer understanding of their career options and next steps after college.

2. POPULATION SERVED

- A. Proposed Participant Population: Describe the intended service population that will be impacted by this program (e.g., location, ages, race/ethnicities, income ranges, English language proficiency, if applicable etc.) AND how has your org/agency engaged members of this population in designing, informing, developing, implementing the proposed program?

The College Internship Program will serve approximately 20 City of Madison young adults, generally ages 18 to 26, who are enrolled in or recently connected to postsecondary education. Participants will be recruited through BG CDC's AVID/TOPS alumni network, College Success Coaches, Madison College, Edgewood College, UW-Madison connections, and community outreach, then matched with paid placements based on their career interests, field of study, skills, schedules, transportation access, and support needs.

The intended population includes AVID/TOPS alumni of color, young adults from households with low incomes, first-generation college students, and students who may lack the personal or professional networks typically used to secure paid internships. BG CDC's AVID/TOPS pipeline demonstrates the organization's ability to reach this population. As of 2026, 95% of AVID/TOPS participants qualify for free or reduced lunch; 42.5% identify as Hispanic or Latinx, 60% are English language learners, and more than half live in a single-parent household. Many college interns are drawn from this pipeline and continue to receive support from BG CDC after high school through College Success programming.

BG CDC has operated paid summer internships for 12 years and has longstanding relationships with Madison youth and young adults through the Clubs, AVID/TOPS, MMSD schools, College Success programming, alumni outreach, and employer partnerships. Participants inform their individual placements through applications, resumes, cover letters, career interests, availability, and SMART goals. Interns also help BG CDC assess and improve the broader program through coaching conversations, pre- and post-program surveys, site visits, final reflections, and follow-up after the internship. Employer feedback is reviewed alongside participant feedback so BG CDC can improve orientation, matching, coaching, and workplace support while keeping young adult needs and preferences central to program delivery.

- B. 2024 Participant Demographics: If your organization has offered similar or related programming in 2024, please provide available demographic data for participants served. This can include data collected through formal programs, pilot efforts, or community-based work—even if it was not funded by the City. If exact numbers are not available, please provide your best estimates and briefly note how the data was gathered (e.g., intake forms, surveys, observations). If you are a new applicant and do not yet have demographic data, please indicate that below.

College-specific 2024 demographic data were not tracked separately. The table below reflects available related BG CDC internship data and is included as the best available evidence of BG CDC's reach through paid internship programming. BG CDC will track College Internship participants separately during the proposed funding cycle.

Race	# of Participants	% of Total Participants
White/Caucasian	1	2.78
Black/African American	3	8.33
Asian	7	19.44
American Indian/Alaskan Native	0	0
Native Hawaiian/Other Pacific Islander	0	0
Multi-Racial	4	11.11

Balance/Other	21	58.3
Total:	36	
Ethnicity		
Hispanic or Latino	13	36.11
Not Hispanic or Latino	23	63.89
Total:	36	
Gender		
Man	14	38.89
Woman	22	61.11
Non-binary/GenderQueer	0	0
Prefer Not to Say	0	0
Total:	36	

Comments (optional): Demographic categories reflect available program records for related BG CDC internship programming. BG CDC will collect and report college internship demographics separately for this program.

- C. Language Access, Cultural Relevance: Please describe how the proposed program will serve non-English speaking youth, individuals, and families. Describe how the proposed program builds and sustains adequate access and cultural relevance needs.

Bilingual staff will assist participants with the application, placement, orientation, and ongoing communication processes. Staff will ensure that interns understand workplace expectations, schedules, transportation arrangements, wages, internship agreements, and available supports. College Success Coaches and program staff will use each participant's preferred communication method and language needs to guide regular check-ins and address concerns before they interfere with internship completion. Because participants are young adults, family or household communication will be participant-directed, while staff remain available to help participants connect to resources that support persistence in school, work, and daily life. BG CDC's relationship-based approach is designed to support participants across race, ethnicity, income, language, gender identity, sexual orientation, and family background without requiring students to disclose personal identities in order to receive support.

- D. Recruitment and Engagement Strategy:

i. **Recruitment & Outreach:**

How does your program plan to recruit and reach members of the identified service population? Please describe any community outreach strategies, partnerships, or referral pathways you will use.

BG CDC will recruit college interns through its existing AVID/TOPS alumni network, College Success Coaches, local college and university connections, email outreach, community events, and referrals from staff, alumni, employers, and community partners. Many eligible participants are already connected to BG CDC because they participated in AVID/TOPS during high school and continue to receive postsecondary support from College Success Coaches as they navigate college persistence, financial challenges, academic disruptions, and career planning. This gives BG CDC a trusted and direct recruitment pathway to students who may benefit from paid internship opportunities but may not have access to professional networks, career-aligned work experiences, or family connections in their field of interest. BG CDC will also coordinate with local colleges, universities, and community partners to share internship opportunities with students who meet the target population. Outreach will emphasize that the program is paid, structured, and supported by BG CDC staff, helping students understand that they will not be expected to navigate the internship process alone.

ii. **Addressing Barriers to Participation:**

What specific barriers to participation (e.g., transportation, scheduling, language, trust) might the population face, and how does your program plan to address them?

College students may face barriers related to transportation, class and work schedules, financial pressure, limited professional networks, lack of confidence in professional settings, and uncertainty about workplace expectations. BG CDC addresses these barriers by providing paid internships, offering free bus passes upon request, and working with each student to identify placements that align with their availability, interests, and career goals. Before a student begins at a worksite, BG CDC establishes a clear internship agreement between the student, employer, and the Club that outlines the schedule, roles, supervision structure, communication expectations, and program requirements. This helps reduce confusion and ensures that students, employers, and BG CDC staff have a shared understanding before the internship begins. College Success Coaches and BG CDC career/program staff remain available throughout the eight-week internship to help students problem-solve transportation, scheduling, academic, financial, or workplace concerns. This support ensures students are not simply placed in internships, but are actively coached and supported through completion.

iii. **Enrollment & Engagement Approach:**

Describe how participants will be enrolled and engaged in the program. Include any tools, processes, or approaches you will use that are responsive to the needs and preferences of the population served (e.g., Individual Service Plan (ISP), intake forms, assessment tools, culturally responsive practices).

BG CDC will enroll approximately 20 college-aged participants through a structured intake, matching, and onboarding process. Students will complete intake materials and meet with BG CDC staff to discuss their career interests, academic schedule, prior work experience, transportation needs, support needs, and goals for the internship. Staff will use this information to match students with an appropriate employer or host site for the eight-week internship experience. Before the internship begins, participants will complete orientation and review the internship agreement with BG CDC and the employer so expectations are clear and students understand who to contact if questions or concerns arise. Throughout the program, BG CDC will keep students engaged through regular check-ins, communication with host sites, coaching support, supervisor feedback, and opportunities for reflection on what they are learning. The approach is relationship-based, culturally responsive, and designed for college students who may be first-generation, low-income, or entering professional environments without extensive personal networks.

3. PROGRAM LOCATION, DESCRIPTION, AND STRUCTURE

- A. **Activities:** Describe your proposed program activities. Please be sure to specify your program type, i.e. shelter services, workshops, helplines, classes, etc.,).

The College Internship Program is an eight-week paid internship program for college-aged young adults. BG CDC begins recruitment through AVID/TOPS alumni outreach, College Success Coaches, email, social media, community events, college and university connections, and referrals from staff, alumni, employers, and community partners. Applicants submit an application, resume, and cover letter. Staff review these materials and match selected interns with employers based on their field of study, career interests, skills, availability, transportation access, and placement requirements.

Before the internship begins, each participant is assigned a College Success Coach or designated program coach and participates in an individualized meeting with the employer. The intern, employer, and BG CDC complete a placement agreement documenting the work schedule, location, transportation plan, responsibilities, dress expectations, communication practices, supervision structure, compensation, and other supports needed for a successful experience. Interns also complete orientation covering attendance, professional communication, workplace conduct, responsible phone use, goal setting, and expectations for receiving feedback. Each intern establishes SMART goals that provide an individualized framework for monitoring progress.

During the internship, interns work approximately 15 to 30 hours per week, earn at least \$15 per hour, and complete meaningful assignments at local businesses, nonprofits, or community organizations. Coaches maintain regular contact with interns through the method each participant is most likely to use, including text, phone, email, or Zoom. Employers provide feedback through brief surveys or check-ins, and coaches conduct a mid-summer site visit to review the intern's responsibilities, progress, workplace experience, and support needs. If concerns arise, the coach works with the intern and supervisor to resolve them early. Pre- and post-program surveys,

employer feedback, SMART goals, work products, career portfolios, final reflections, and 30-, 60-, and 90-day follow-up records are used to assess engagement, growth, and next steps after the internship. BG CDC will provide follow-up after program completion to document next steps into employment, apprenticeship, postsecondary training, or continued education, with additional follow-up for up to 12 months when participants remain connected to BG CDC staff or can be reached through program contact information.

Paid participation, transportation assistance, flexible communication methods, individualized coaching, and placement matching help reduce financial, transportation, scheduling, and confidence barriers that could otherwise prevent young adults from entering or completing career-aligned internships.

- B. Employment and Career Development Equity Areas: Describe your agency's ability to serve one or more of the equity areas highlighted in [Appendix A: Employment and Career Development Equity Area Map](#). Your agency does NOT need to be located within an equity priority area however you should address and how you will serve individuals in the areas. Please include the general location (use a nearby landmark like a school, streets, neighborhood name, etc.). How will residents in these areas access transportation if needed?

BG CDC is well positioned to serve college-aged young adults living in the City's Employment and Career Development Equity Priority Areas through its neighborhood presence, AVID/TOPS alumni network, College Success Coaches, local college and university relationships, and citywide employer partnerships. For more than 26 years, BG CDC has maintained a strong presence in communities represented on the map, particularly Allied/Dunn's Marsh and South Madison. BG CDC Headquarters is located on Jenewein Road near Allied Drive and Verona Road, and the Erica and Anthony Fleming Club is located on Taft Street in the Bram's Addition neighborhood, near South Park Street and the Beltline. These locations, along with BG CDC's long-standing school-based relationships at East, La Follette, Vel Phillips Memorial, and West High Schools, create a pipeline of students who often remain connected to BG CDC after graduation through postsecondary support and alumni outreach.

The College Internship Program will serve approximately 20 college-aged young adults, including AVID/TOPS alumni and students connected through local colleges, universities, staff referrals, alumni networks, and community outreach. Many participants come from or maintain strong ties to the same Madison neighborhoods BG CDC has served for decades, including the south, southwest, east, and north sides of the city. Because this program serves young adults who are already navigating college, work, family responsibilities, and transportation needs, BG CDC's engagement strategy is designed to meet students where they are. College Success Coaches and program staff communicate directly with students through email, phone, text, campus/community connections, and individual check-ins to identify students who would benefit from paid, career-aligned internship opportunities.

Selected interns will be matched with employers from BG CDC's network of businesses, nonprofits, and community organizations based on their interests, goals, schedules, skills, transportation access, and support needs. Because internship placements may be located throughout Madison, the program gives young adults from equity priority areas access to professional environments and career pathways beyond their immediate neighborhoods or campuses. Transportation will be discussed during intake and placement matching so students are not placed at worksites they cannot reasonably reach. BG CDC can provide Madison Metro bus passes upon request, help students plan bus routes, and adjust placement decisions when transportation creates a barrier. Throughout the eight-week internship, BG CDC staff and College Success Coaches remain available to help students address transportation, scheduling, communication, or workplace concerns before they interfere with attendance or completion. Through this approach, the College Internship Program directly supports the City's goal of helping young adults build skills, access meaningful work experience, and move toward long-term employment and economic mobility.

- C. Program/Service Schedule and Location: Please fill out the charts below to describe the schedule for your proposed program or service, including days and hours that services, classes, workshops, or other activities will be operating (if your staff operates during varied hours, please give your best overview of when your staff are interacting with clients).
- If your program operates at **multiple locations** with the **same schedule**, please list all locations TOGETHER in **TABLE 1** and include the schedule of operation

- ii. If your program operates at **multiple locations** with **different schedules**, use **TABLE 2 in addition** to table 1 to detail each location's unique schedule
- iii. If you are submitting a **JOINT/MULTI-AGENCY** application:
 - a) Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)
 - b) Use **TABLE 2**, in addition to table 1, if the service is operating at **multiple locations** with **different hours**

Table 1:

PROGRAM LOCATION(s): Rotating employer worksites across Madison; locations finalized through intern, employer, and BG CDC placement agreements.		
Day of the Week	Start Time	End Time
Monday	10:00 AM	4:00 PM
	Location/time vary by employer and intern agreement.	
Tuesday	10:00 AM	4:00 PM
	Location/time vary by employer and intern agreement.	
Wednesday	10:00 AM	4:00 PM
	Location/time vary by employer and intern agreement.	
Thursday	10:00 AM	4:00 PM
	Location/time vary by employer and intern agreement.	
Friday	10:00 AM	4:00 PM
	Location/time vary by employer and intern agreement.	
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

****If hours are different than those listed, please use rows below drop-down list***

Table 2: (Optional/if needed)

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	Choose an item.	Choose an item.

Tuesday	Choose an item.	Choose an item.
Wednesday	Choose an item.	Choose an item.
Thursday	Choose an item.	Choose an item.
Friday	Choose an item.	Choose an item.
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

****If hours are different than those listed, please use rows below drop-down list***

If applicable, please list the third and any subsequent service locations. Include the specific program schedule(s) differences as compared to the programs included in the tables above:

Internship locations and schedules vary by participant and employer agreement. BG CDC works with a rotating network of host sites and matches interns based on career interests, field of study, skills, availability, transportation access, and employer capacity. Most internships occur on weekdays and generally fall between 10:00 a.m. and 4:00 p.m., though specific schedules may vary by worksite. Each placement is documented through an agreement between the intern, employer, and BG CDC.

4. ENGAGEMENT COORDINATION AND COLLABORATION

- A. **Family Engagement:** Describe how your program engaged youth, individuals, and families in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

Because the program serves young adults ages 18 to 26, engagement centers direct participant voice, alumni feedback, and participant-directed household support rather than traditional parent engagement. The program design draws on feedback from BG CDC's high school and college interns, AVID/TOPS alumni, College Success Coaches, and host employers about the supports young adults need to enter and succeed in professional settings. During implementation, participants will identify their career goals, availability, transportation needs, support needs, and preferred communication methods through intake, coaching conversations, SMART goals, and their individualized career advancement plans. Interns will continue shaping the program through regular coaching check-ins, employer/site feedback conversations, pre- and post-program surveys, final reflections, and monthly follow-up. Family or household involvement will be participant-directed, and BG CDC can connect participants and their households to Club resources, career training opportunities, youth programming for their children, wraparound supports, and community events when requested. Staff will use participant, alumni, employer, and follow-up feedback to refine recruitment, matching, orientation, coaching, transportation support, and future internship placements.

- B. **Neighborhood/Community Engagement:** Describe how your program engaged neighborhood residents or other relevant community stakeholders in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

BG CDC engages the community in the College Internship Program through relationships with AVID/TOPS alumni, College Success Coaches, local colleges and universities, employer and nonprofit host sites, and community partners who help connect young adults to meaningful work experience. Because participants are college-aged young adults,

engagement looks different than in high school programming and centers direct participant engagement, campus and community outreach, alumni input, and ongoing communication with internship host sites. Program staff use student interests, fields of study, career goals, host-site feedback, and local workforce needs to shape placements and professional development supports. Employers and community organizations contribute by identifying meaningful projects, designating supervisors, providing feedback on intern performance, and sharing insight into the skills and experiences needed in their fields. This ensures the program remains responsive to young adults while also supporting the broader community by helping local organizations build a stronger, more diverse talent pipeline.

C. **Collaboration:** Please complete the table below and respond to the narrative questions regarding program collaboration with community partners.

Note:

- **Single applicants MUST** list all partners/collaborators below and include a letter of commitment/support from the agency partner highlighting the ways in which the agency will support the program.
- **Joint Lead applicants MUST** include the program partners list, their role & responsibilities, contact person, and attach a Memorandum of Understanding MOU.

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
Edgewood College	TOP Success agreement; student outreach; college persistence support; campus resource connection	Richard Sims	Yes
Madison Area Technical College (MATC)	TOP Success agreement; student outreach; college persistence support; campus resource connection	Janine Wilson	Yes

List any additional partners, their role & responsibilities, contract person and MOU information (if applicable):

BG CDC maintains postsecondary partnerships with Madison College and Edgewood College through signed TOP Success agreements. These agreements support AVID/TOPS alumni as they transition to and persist in college through coaching, student engagement, and connections to academic and campus resources. BG CDC will also use these relationships to share the College Internship Program with eligible students and alumni. BG CDC also maintains college and university connections, including UW-Madison connections, that may support outreach and referrals, but UW-Madison is not listed as a formal collaborator for this application because there is not a signed agreement specific to this program.

BG CDC also maintains a rotating network of internship host sites shared across its High School and College Internship Programs. These host sites are not formal collaborators for this application and do not hold shared decision-making authority. Specific employers are confirmed annually based on participants' career interests, fields of study, skills, schedules, transportation needs, employer capacity, available positions, and funding. Examples of recent host sites across BG CDC internship programs include local employers and community organizations in healthcare, technology, energy, government, law, arts, environmental services, and nonprofit

leadership. Each placement is documented through a placement-specific agreement between BGCDC, the employer, and the intern.

How do these partnerships enhance this proposal?

BGCDC's postsecondary partnerships provide trusted pathways for reaching current college students and AVID/TOPS alumni while connecting participants with coaching and resources that support college persistence. The signed Madison College and Edgewood College agreements demonstrate BGCDC's established ability to continue supporting students after high school and coordinate with institutions around their academic and career success. Additional college and university relationships expand BGCDC's ability to share opportunities with students who may benefit from paid, supported work experience.

BGCDC's employer network turns those institutional connections into paid, career-aligned experience. Because host sites are selected annually, BG CDC is not limited to a fixed set of positions or industries and can match participants with opportunities aligned with their fields of study, interests, skills, and career goals. Employers provide meaningful assignments, professional supervision, performance feedback, mentoring, and connections within fields such as healthcare, technology, energy, government, law, environmental services, arts, and nonprofit leadership. Together, these partnerships help students connect their education to the workplace, build professional networks, develop references and work products, and prepare for employment after college.

What are the decision-making agreements with each partner?

The Madison College and Edgewood College agreements define each institution's responsibilities for TOP Success coaching and college-persistence support, but they do not establish shared authority over the College Internship Program. Each institution determines how it shares the internship opportunity and provides its own campus-based services, while BG CDC retains responsibility for program design, eligibility, recruitment, participant selection, employer development, coaching, participant supports, evaluation, and compliance with grant requirements.

Internship placement decisions are made individually. BG CDC proposes a match based on the participant's field of study, career goals, skills, availability, transportation, and support needs. The employer confirms the position, supervisor, responsibilities, schedule, compensation arrangement, and workplace requirements, while the participant confirms their interest and ability to accept the placement. These decisions are documented in an agreement completed by BG CDC, the employer, and the intern. Employers manage daily assignments and verify hours and completed work. BG CDC maintains regular contact with interns and supervisors, provides coaching and site visits, and works with both parties to address concerns or adjust supports when needed.

- D. Resource Linkage and Coordination: What resources are provided to youth, individuals, and families participants by your proposed program/service? How does the program coordinate and link participants to these resources?

The College Internship Program provides young adults with paid professional experience, individualized coaching, transportation assistance, employer connections, workplace orientation, support with communication and problem-solving, and a structured pathway from postsecondary education into employment. Participants gain wages while building transferable skills, professional relationships, references, work products, and a clearer understanding of how their education connects to career options. BG CDC coordinates these resources through College Success Coaches, employer partnerships, postsecondary relationships, payroll systems, and program tracking tools. Staff help participants identify internship goals, match with appropriate host sites, complete onboarding, understand workplace expectations, access bus passes when needed, and address barriers that arise during the placement. Because many participants remain connected to BG CDC through College Success programming, staff can also link interns to academic persistence support, financial or basic-needs resources, additional internships, career training through the McKenzie Regional Workforce Center, and other education or employment opportunities after the summer ends. When a need falls outside

BGCDC's services, staff use established college, school, employer, and community relationships to help participants identify an appropriate resource.

5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

- A. Program Outputs– Please tell us how you are measuring your output data such as: unduplicated participants, program hours, program completion etc. Please see Guidelines for more examples.

BGCDC will measure program outputs by tracking the number of unduplicated college interns enrolled, the number who are placed in paid internship opportunities, internship hours completed, wages paid, professional development or coaching activities completed, and the number of interns who complete the full internship experience. Each participant will be tracked individually from intake through placement and completion to avoid duplication across reporting periods. Internship hours will be documented through timesheets, payroll records, and program tracking tools, while completion will be measured by whether the intern fulfills the agreed-upon internship schedule, participates in required check-ins or professional development activities, and completes the final reflection, career portfolio, advancement plan, or supervisor feedback process connected to the program. BGCDC will also track employer or host-site participation, including the number and type of placement sites engaged, to demonstrate the program's capacity to connect college-aged young adults with meaningful, career-aligned work experience.

- B. Program Outcomes

Please describe the data and the data source used to choose your outcome objectives:

The outcome objectives for the College Internship Program were selected based on BGCDC's experience operating paid youth and young adult employment opportunities, feedback from interns and host sites, and the organization's understanding of the barriers many young adults face when transitioning from postsecondary education into the workforce. Program staff consistently see that students and recent college-aged participants benefit from paid, structured work experience that builds professional confidence, strengthens workplace communication, and helps them clarify next steps in their career pathway. Outcome data will come from participant intake information, pre/post surveys, internship completion records, supervisor feedback, staff check-ins, and final reflections or portfolios. These sources will allow BGCDC to measure whether interns gained workplace readiness skills, increased their understanding of career options, built professional networks, and completed the program with a clearer plan for employment, continued education, or career advancement.

Please complete the table(s) with your selected outcome objectives. Applicants must choose from the measurable outcomes listed in the RFP that correspond to the priority area for which they are applying. Please see the "Measures of Success" section of the RFP guidelines for a list. Applicants may propose additional program-specific outcomes they plan to track and evaluate. **Note: Outcome EXAMPLE Objective is not required and is ONLY meant to serve as an example outcome to reference as you complete the other tables**

Outcome EXAMPLE Objective: 75% of program participants obtained an industry recognized certificate by end of program.				
Performance Standard	Targeted Percent	75%	Targeted Number	90 of 120 clients
	Actual Percent	78%	Actual Number	94 out of 120 clients
Measurement Tool(s) and Comments: Client exit survey				
Methodology: The primary measurement tool was an exit survey that used open-ended and multiple-choice prompts to allow participants to elaborate on their experiences. Surveys were distributed to all program participants at time of exit from services/at the point of program completion, surveys are voluntary and anonymous.				

Outcome Objective #1: At least 85% of participants will demonstrate improvement toward or proficiency in at least four college-level work-readiness skills, including professional communication, reliability and time management, teamwork, adaptability, initiative, problem-solving, independent task completion, and professional conduct.

Performance Standard	Targeted Percent	85%	Targeted Number	17 of 20
	Actual Percent		Actual Number	

Measurement Tool(s) and Comments: Beginning- and end-of-program intern work-readiness assessments, employer evaluations, weekly employer surveys, College Success coach check-in records, mid-summer site-visit observations, and completed work products.

Methodology: Interns will complete a work-readiness self-assessment during orientation and again at the end of the internship using the same rating scale. Employers will evaluate corresponding skills based on each intern's demonstrated workplace performance, including the ability to complete assignments, meet deadlines, respond to feedback, communicate professionally, take initiative, and contribute to a team. College Success coaches will review weekly employer surveys, participant check-ins, work products, and observations from the mid-summer site visit to identify progress and address concerns.

A participant will meet the outcome by improving by at least one rating level in four or more skills or receiving a final employer rating of proficient in at least four skills. Employer feedback and demonstrated work will be used alongside the intern's self-assessment so the outcome reflects performance in an actual professional setting.

Outcome Objective #2: At least 85% of participants will demonstrate increased knowledge of career and educational options by connecting their internship experience to their academic interests, identifying related entry-level positions and advancement pathways, and describing the qualifications and next steps required to enter their desired field.

Performance Standard	Targeted Percent	85%	Targeted Number	17 of 20
	Actual Percent		Actual Number	

Measurement Tool(s) and Comments: Beginning- and end-of-program career knowledge assessments, intern SMART goals, weekly coaching records, employer and professional networking records, final career reflection, and individualized career advancement plan.

Methodology: During orientation, interns will document their current career interests, understanding of the internship field, academic goals, professional strengths, and questions they hope to answer through the experience. Throughout the summer, College Success coaches will help participants reflect on their responsibilities, workplace relationships, professional skills, and exposure to positions within and beyond the host organization. At the end of the internship, participants will complete a career reflection and advancement plan explaining how the experience relates to their education, skills, and long-term goals. A participant will meet the outcome by demonstrating increased knowledge from baseline or meeting the final proficiency standard by identifying at least two related career options, describing the experience or qualifications required for those positions, explaining how the field aligns or does not align with their interests, and identifying a realistic next step toward employment or continued preparation.

Outcome Objective #3: At least 80% of participants will strengthen their career capital and take at least one verified step toward continued postsecondary success, another career-connected internship, or employment by the end of the 90-day follow-up period.

Performance Standard	Targeted Percent	80%	Targeted Number	16 of 20
	Actual Percent		Actual Number	

Measurement Tool(s) and Comments: Career portfolio checklist, updated résumé, work sample or project summary, individualized career advancement plan, professional contact and reference record, application tracker, College Success records, and up to 12 months of follow-up documentation.

Methodology: Throughout the internship, participants will develop a career portfolio containing an updated résumé, a description or example of work completed, documentation of skills gained, and contact information for professionals with whom they developed meaningful working relationships. Before completing the program, each intern will work with their College Success coach to develop an individualized advancement plan identifying their next academic or employment goal, required actions, deadlines, and available professional supports.

BGCDC will follow up with participants approximately 30, 60, and 90 days after the internship. A participant will meet the outcome by completing the portfolio and advancement plan and documenting at least one subsequent action, such as continuing college with an identified career-aligned academic step, completing a degree, applying for another career-connected internship or position, accepting or continuing employment with the host or another employer, or enrolling in relevant training or certification. BGCDC will separately track applications, interviews, continued employment, postsecondary persistence, and new placements to better understand how the internship contributes to participants' longer-term advancement.

To add additional outcome objectives, please copy and paste the table below as needed.

- C. **Data Tracking:** What data tracking systems are in place or will be in place to capture the information needed to document demographics, program activities, outcome measures, and expenses?

BGCDC will use MyClubHub and a program-specific internship tracker to document enrollment, demographics, unduplicated participants, employer placements, scheduled and completed hours, wages, coaching contacts, employer feedback, professional-development participation, program completion, outcome measures, and follow-up results. Each college intern will have one participant record and will be counted only once, regardless of the number of coaching sessions, workshops, projects, or other activities completed. A participant will be counted as served after completing enrollment and onboarding and beginning a paid internship placement.

Employer time records and payroll information will be used to calculate each participant's completed hours and wages. College Success Coaches will document weekly participant contact, employer surveys, the mid-summer site visit, identified barriers, and any support provided. Program completion will be defined as remaining in the placement through the agreed-upon end date, fulfilling the responsibilities established in the internship agreement, participating in required coaching and evaluation activities, and completing the career portfolio, final reflection, and individualized career advancement plan. Staff will reconcile program, employer, payroll, finance, and grant-budget records at the end of the summer to ensure that wages, staff time, transportation support, supplies, and other approved expenses are documented accurately for City reporting. BGCDC will also conduct follow-up with participants after completion to document next steps, continued employment, additional internships, postsecondary progress, or training.

6. PROGRAM STAFFING AND RESOURCES:

- A. **Program Staffing:** Full-Time Equivalent (FTE) – Include employees, with direct program implementation responsibilities. **Please be sure to list all required certifications and training.** FTE = % of 40 hours per week. Use chart below and use one line per individual employee.

Position Title	FTE	Required Certifications and Training	Location(s)
Director of Education	0.1 FTE	Bachelor's degree or equivalent experience	McKenzie Regional Workforce Center 5215 Verona Rd, Fitchburg, WI 53711

		in education, social work, human development, social sciences, or related field. Minimum two years of experience in a nonprofit, school, school district, or postsecondary setting. Experience with supervision, team leadership, community partnerships, youth development, equity-centered practice, college access or persistence programming, and nonprofit operations. Proficient with Microsoft Office, Google Workspace, and SharePoint.	
College Success Coach	0.2 FTE	Bachelor's degree in education, social work, social sciences, or related field preferred A minimum of 2 years experience working in a non-profit organization, high school, school district, post-secondary institution 2 years direct service experience with youth in a non-profit or educational setting, preferably at the college level Experience building relationships with students and staff of all ages from diverse ethnic, cultural and economic backgrounds Experience collaborating with and/or across multiple teams, or working in a community partnership model Preference to those	McKenzie Regional Workforce Center 5215 Verona Rd, Fitchburg, WI 53711

		with experience in equity initiatives or college readiness programs (such as AVID/TOPS, PEOPLE, ITA, College Possible, Posse, etc.)	

- B. Volunteers: Describe your process for screening, training, and supervising volunteers who will have direct contact with program participants.

Volunteers are not used in the implementation of this internship program. Participants are supported by BG CDC staff and placed with host employers or partner worksites that provide day-to-day supervision in the workplace. BG CDC screens, trains, and supervises its own staff through established hiring, onboarding, and management practices. Host employers are responsible for screening their employees through their own hiring and personnel policies. BG CDC remains actively involved throughout the internship period through regular communication with interns and host sites, ensuring that expectations are clear, concerns are addressed promptly, and placements remain safe, meaningful, and appropriate for participants.

- C. Other Program Resources Please list any other program resources or inputs (e.g., program space, transportation, equipment, or other supports) that are necessary for the success of your program. Are these resources currently in place? If not, describe your plan and timeline for securing them.

Program resources include employer worksites, internship agreements, orientation materials, transportation support including bus passes when needed, payroll coordination, MyClubHub, program tracking files, survey tools, employer feedback forms, career portfolio materials, College Success Coach time, and staff time for placement support, site communication, evaluation, and follow-up. These resources are currently in place through BG CDC's AVID/TOPS and College Success infrastructure, postsecondary partnerships, employer network, finance systems, and program staff. City funds will help sustain paid internship placements, coaching support, transportation assistance, and related program costs.

7. BUDGET

- A. The budget workbook should be submitted with the proposal using the template provided in an Excel document or as a PDF. There are six tabs within the Excel spreadsheet: Cover Page, Board & Staff Demographics, Revenue, Expenses, Personnel, and Program Summary. **The Cover Page, Program Summary, and relevant Program Budgets must be submitted with this document for a proposal to be complete.**

Joint/Multi-Agency Applications

- B. The Lead Applicant will be responsible for submitting the Budget Workbook and Budget Narrative(s) alongside all required materials.
- a. The budget template and budget narrative can be found on the [CDD Funding Opportunities Website](#).

8. If applicable, please complete the following:

A. Disclosure of Conflict of Interest

Disclose any potential conflict of interest due to any other clients, contracts, or property interests, e.g. direct connections to other funders, City funders, or potentially funded organizations, or with the City of Madison.

N/A

B. Disclosure of Contract Failures, Litigations

Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation.

N/A

APPLICATION FOR 2026 EMPLOYMENT AND CAREER DEVELOPMENT SERVICES PROGRAMS

1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	Boys & Girls Clubs of Dane County
Mailing Address	5215 Verona Rd
Telephone	
FAX	
Director	Blair Karlsson-Ellifson
Email Address	bellifson@bgcdc.org
Additional Contact	Michelle Young
Email Address	myoung@bgcdc.org
Legal Status	Private: Non-Profit
Federal EIN:	39-1925617

2. PROPOSED PROGRAMS		2027	If currently City funded	
Program Name:	Letter	Amount Requested	2026 Allocation	Joint/Multi Application - SELECT Y/N
Career Exploration	A	\$89,200		No
Contact:				
High School Internships	B	\$67,777		No
Contact:				
College Internships	C	\$68,315		No
Contact:				
Non-Profit Internship Cohort	D	\$45,000		No
Contact:				
Workforce Preapprenticeship	E	\$63,780		No
Contact:				
TOTAL REQUEST		\$334,072		

DEFINITION OF ACCOUNT CATEGORIES:

Personnel: Amount reported should include salary, taxes and benefits. Salary includes all permanent, hourly and seasonal staff. Taxes/benefits include all payroll taxes, unemployment compensation, health insurance, life insurance, retirement benefits, etc.

Operating: Amount reported for operating costs should include all of the following items: insurance, professional fees and audit postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone, training and conferences, food and household supplies, travel, vehicle costs and depreciation, and other operating related costs.

Space: Amount reported for space costs should include all of the following items: Rent/Utilities/Maintenance: Rental costs for office space; costs of utilities and maintenance for owned or rented space. Mortgage Principal/Interest/Depreciation/Taxes: Costs with owning a building (excluding utilities and maintenance).

Special Costs: Assistance to Individuals - subsidies, allowances, vouchers, and other payments provided to clients. Payment to Affiliate Organizations - required payments to a parent organization. Subcontracts - the organization subcontracts for service being purchased by a funder to another agency or individual. Examples: agency subcontracts a specialized counseling service to an individual practitioner; the agency is a fiscal agent for a collaborative project and provides payment to other agency.

3. SIGNATURE PAGE**AFFIRMATIVE ACTION**

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at cityofmadison.com/civil-rights/contract-compliance.

CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

INSURANCE

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management: Commercial General Liability, Automobile Liability, Worker's Compensation, and Professional Liability. The cost of this coverage can be considered in the request for funding.

4. SIGNATURE

Enter name:

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above.

DATE

INITIALS:

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5. BOARD-STAFF DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current board and staff. Refer to application instructions for definitions. You will receive an "ERROR" until you finish completing the demographic information.

DESCRIPTOR		BOARD		STAFF		MADISON*		
		Number	Percent	Number	Percent	GENERAL	POVERTY	R/POV**
			100%		100%			
		17	57%	22	27%			
		13	43%	61	73%			
	NON-BINARY/GENDERQUEER	0	0%	0	0%			
	PREFER NOT TO SAY	0	0%	0	0%			
	TOTAL GENDER	30	100%	83	100%			
AGE								
	RS	0	0%	2	2%			
		23	77%	75	90%			
		7	23%	6	7%			
	TOTAL AGE	30	100%	83	100%			
	WHITE/CAUCASIAN	23	77%	37	45%	80%	67%	16%
	BLACK/AFRICAN AMERICAN	6	20%	20	24%	7%	15%	39%
	ASIAN	1	3%	4	5%	8%	11%	28%
	AMERICAN INDIAN/ALASKAN NATIVE		0%	0	0%	<1%	<1%	32%
	NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER		0%	0	0%	0%	0%	0%
	MULTI-RACIAL		0%	22	27%	3%	4%	26%
	BALANCE/OTHER		0%		0%	1%	2%	28%
	TOTAL RACE	30	100%	83	100%			
ETHNICITY								
	HISPANIC OR LATINO	1	3%	13	16%	7%	9%	26%
	NOT HISPANIC OR LATINO	29	97%	70	84%	93%	81%	74%
	TOTAL ETHNICITY	30	100%	83	100%			
PERSONS WITH DISABILITIES		0	0%		0%			

*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES.

AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

**R/POV=Percent of racial group living below the poverty line.

composition and staff of your agency represent the racial and cultural diversity of the residents

, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER)

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2025

How many Board meetings has your governing body or Board of Directors scheduled for 2025?

How many Board seats are indicated in your agency by-laws?

List your current Board of Directors or your agency's governing body.

Name	Greg Albert			
Home Address	323 Merchants Ave., Fort Atkinson, WI 53538			
Occupation	VP of Professional Services, Naviant, Inc.			
Representing				
Term of Office		From:	01/2021	To: Present
Name	Amy Best			
Home Address	4902 North Biltmore Lane, Madison, WI 53718			
Occupation	SVP & CHRO of Alliant Energy			
Representing				
Term of Office		From:	07/2025	To: Present
Name				
		From:	mm/yyyy	To: mm/yyyy
Name	Matida Bojang			
Home Address	Madison, WI			
Occupation	OBGYN, University of Wisconsin-Madison			
Representing				
Term of Office		From:	07/2025	To: Present
Name	Salvador Carranza			
Home Address	301 Harbour Town Dr. #225, Madison, WI 53717			
Occupation	Retired			
Representing	Chairman Emeritus			
Term of Office		From:	01/2017	To: Present
Name	Muldred Coby			
Home Address	4225 W Rovers Edge Cir., #24, Brown Beer, WI 53709			
Occupation	Employ Milwaukee, Inc., Community Engagement and Agency Impact			
Representing				
Term of Office		From:	03/2022	To: Present
Name	Anthony Cooper			
Home Address	2820 Walton Commons La., #136 Madison, WI 53718			
Occupation	President & CEO Focused Interruption			
Representing				
Term of Office		From:	01/2023	To: Present
Name	Christopher Fortune			
Home Address	2118 Waunona Way, Madison, WI 53713			
Occupation	Retired			
Representing	Chairman of the Board			
Term of Office		From:	12/2024	To: Present

AGENCY GOVERNING BODY cont.

Name	Peter Gray				
Home Address	5042 Marathon Dr., Madison, WI 53705				
Occupation	Peter Gray Executive Search				
Representing					
Term of Office		From:	01/2021	To:	Present
Name	Richard Heinemann				
Home Address	1722 Chadbourne Ave., Madison, WI 53715				
Occupation	Partner, Boardman & Clark, LLP				
Representing	Board Secretary				
Term of Office		From:	01/2019	To:	Present
Name	Malorie Hepner				
Home Address	1716 Kendall Ave., Madison, WI 53726				
Occupation	Project Architect, OPN Architects				
Representing	Chair of Safety & Facilities Committee				
Term of Office		From:	03/2022	To:	Present
Name	Tanner Jean-Louis				
Home Address	2830 Moland Street, Madison, WI 53704				
Occupation	Attorney, Boardman & Clark				
Representing	Chairman of Associate Board				
Term of Office		From:	01/2023	To:	Present
Name	Kelly Kloepping				
Home Address	6538 Appleglen Lane, Madison, WI 53719				
Occupation	Marketing & Business Development Director, JSD Professional Services				
Representing	Chair of Program Committee				
Term of Office		From:	01/2024	To:	Present
Name	Elizabeth Kmiec				
Home Address	1187 Celebration Blvd., Sun Prairie, WI 53590				
Occupation	SVP, Director of Fiduciary Services, First Business Bank				
Representing					
Term of Office		From:	07/2025	To:	Present
Name	Sean LaBorde				
Home Address	3579 Hills Court, Verona, WI 53590				
Occupation	President, M3Insurance				
Representing					
Term of Office		From:	07/2022	To:	Present
Name	Jason Loewi				
Home Address	5505 Lake Mendota Dr., Madison, WI 53705				
Occupation	VP, Staffing at the QTI Group				
Representing					
Term of Office		From:	05/2025	To:	Present
Name	Ross Lytle				
Home Address	9619 Ancient Oak Ln., #306, Verona, WI 53593				
Occupation	Marketing & Creative Services Director with News 3 Now, WISC-TV)				
Representing	Chair of Marketing & Development Committee				
Term of Office		From:	05/2022	To:	Present

****Instructions: Complete this workbook in tab order, so the numbers will autofill correctly. Only fill in the yellow cells. Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.**

Please fill out all expected revenues for the programs you are requesting funding for in this application.
All programs not requesting funding in this application, should be combined and entered under NON APP PGMS
(last column)

REVENUE SOURCE	AGENCY 2027	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	0	0	0	0	0	0	0
UNITED WAY DANE CO	70,000	0	0	0	0	0	70,000
CITY CDD (This Application)	334,072	89,200	67,777	68,315	45,000	63,780	
City CDD (Not this Application)	398,000						398,000
OTHER GOVT*	0						
FUNDRAISING DONATIONS**	0						
USER FEES	0						
TOTAL REVENUE	802,072	89,200	67,777	68,315	45,000	63,780	468,000

*OTHER GOVERNMENT: Includes all Federal and State funds, as well as funds from other counties, other Dane County Departments, and all other Dane County cities, villages, and townships.

**FUNDRAISING: Includes funds received from foundations, corporations, churches, and individuals, as well as those raised from fundraising events.

Enter all expenses for the programs in this application under the PGM A-E columns. Enter the amount you would like the City to pay for with this funding under the CITY SHARE column

****Use whole numbers only, please.**

ACCOUNT CATEGORY	AGENCY 2025	TTL CITY REQUEST	PGM A	CITY SHARE	PGM B	CITY SHARE	PGM C	CITY SHARE	PGM D	CITY SHARE	PGM E	CITY SHARE	NON APP PGMS
A. PERSONNEL													
Salary	4,382,706	143,492	47,177	47,177	14,923	14,923	15,374	15,374	16,018	16,018	239,000	50,000	4,050,214
Taxes/Benefits	914,565	30,680	9,023	9,023	2,854	2,854	2,941	2,941	2,082	2,082	45,635	13,780	852,031
Subtotal A.	5,297,272	174,172	56,200	56,200	17,777	17,777	18,315	18,315	18,100	18,100	284,635	63,780	4,902,245
B. OTHER OPERATING													
Insurance	112,555	0											112,555
Professional Fees/Audit	804,723	0											804,723
Postage/Office & Program	199,288	23,000	29,735	23,000									169,553
Supplies/Printing/Photocopy	81,074	0											81,074
Equipment/Furnishings/Depr.	24,793	0											24,793
Telephone	26,534	0											26,534
Training/Conferences	33,690	0											33,690
Food/Household Supplies	108,811	0											108,811
Travel	7,450	0											7,450
Vehicle Costs/Depreciation	29,405	0											29,405
Other	56,900	136,900	30,000	10,000	0	50,000	0	50,000	26,900	26,900			
Subtotal B.	1,485,223	159,900	59,735	33,000	0	50,000	0	50,000	26,900	26,900	0	0	1,398,588
C. SPACE													
Rent/Utilities/Maintenance	904,781	0											904,781
Mortgage Principal/Interest	0	0											0
Depreciation/Taxes	0	0											0
Subtotal C.	904,781	0	0	0	0	0	0	0	0	0	0	0	904,781
D. SPECIAL COSTS													
Assistance to Individuals	0	0											
Partner/Joint Agency/Agencies	0	0											
Contractors/Subcontractors	0	0											
Pymt to Affiliate Orgs	0	0											
Other	0	0											
Subtotal D.	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL (A.-D.)	7,687,276	334,072	115,935	89,200	17,777	67,777	18,315	68,315	45,000	45,000	284,635	63,780	7,205,614

****List all staff positions related to programs requesting funding in this application, and the amount of time they will spend in each program.**

Title of Staff Position*	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027
	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
Career & Leadership Program Director	0.20					0.20	47,302	9,047	56,349	0.00	11,270
Director of Education (Careers & Community Enrichment)		0.10	0.10			0.20	55,373	10,591	65,964	0.00	13,192
Enrollment Coach/Job Coach		0.10				0.10	48,860	9,345	58,205	0.00	5,821
Enrollment Coach/Job Coach		0.10				0.10	45,000	8,607	53,607	0.00	5,361
Success Coach/Job Coach			0.10			0.10	48,528	9,282	57,810	0.00	5,781
Success Coach/Job Coach			0.10			0.10	49,839	9,532	59,371	0.00	5,937
Education Coordinator	0.10					0.10	47,738	9,130	56,868	0.00	5,687
Education Coordinator	0.10					0.10	49,958	9,555	59,513	0.00	5,950
Education Coordinator	0.10					0.10	48,204	9,220	57,424	0.00	5,742
Education Coordinator	0.10					0.10	45,000	8,607	53,607	0.00	5,361
Education Coordinator	0.10					0.10	44,500	8,511	53,011	0.00	5,301
Education Coordinator	0.10					0.10	51,767	9,901	61,668	0.00	6,167
Education Coordinator	0.10					0.10	45,000	8,607	53,607	0.00	5,361
Education Coordinator	0.10					0.10	45,000	8,607	53,607	0.00	5,361
AVP Education				0.13		0.13	83,750	10,888	94,638	0.00	18,100
Program Director					0.40	0.40	77,400	14,729	92,129	0.00	36,851
Training Instructor					0.12	0.12	62,300	11,856	74,156	0.00	8,999
Youth Coordinator					0.15	0.15	49,650	9,448	59,098	0.00	8,965
Youth Coordinator					0.15	0.15	49,650	9,448	59,098	0.00	8,965
						0.00			0		
						0.00			0		
						0.00			0		
SUBTOTAL/TOTAL:	1.00	0.30	0.30	0.13	0.82	2.55	994819.00	184911.70	1179730.70	0.00	174172.00

CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS

*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

****Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE**

****List all staff positions related to programs requesting funding in this application, and the amount of time they will spend in each program.**

[illegible]

Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	1.00	0.30	0.30	0.13	0.82	2.55	994819.00	184911.70	1179730.70	0.00	174172.00

*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

****Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE**

Program Summary

This tab should be completely filled in by your previous answers.

Pgm Letter	Program Name	Program Expenses	2026 City Request
A	Career Exploration	PERSONNEL	56,200
		OTHER OPERATING	33,000
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	89,200
B	High School Internships	PERSONNEL	17,777
		OTHER OPERATING	50,000
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	67,777
C	College Internships	PERSONNEL	18,315
		OTHER OPERATING	50,000
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	68,315
D	Non-Profit Internship Cohort	PERSONNEL	18,100
		OTHER OPERATING	26,900
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	45,000
E	Workforce Preapprenticeship	PERSONNEL	63,780
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	63,780
TOTAL FOR ALL PROGRAMS			334,072

5. BOARD-STAFF DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current board and staff. Refer to application instructions for definitions. You will receive an "ERROR" until you finish completing the demographic information.

DESCRIPTOR		BOARD		STAFF		MADISON*			
		Number	Percent	Number	Percent	GENERAL Percent	POVERTY Percent	R/POV** Percent	
			0%		0%				
			0%		0%				
			0%		0%				
			0%		0%				
NON-BINARY/GENDERQUEER			0%		0%				
PREFER NOT TO SAY			0%		0%				
TOTAL GENDER		0	0%	0	0%				
AGE									
	RS		0%		0%				
			0%		0%				
			0%		0%				
	TOTAL AGE	0	0%	0	0%				
WHITE/CAUCASIAN			0%		0%		80%	67%	16%
BLACK/AFRICAN AMERICAN			0%		0%		7%	15%	39%
ASIAN			0%		0%	8%	11%	28%	
AMERICAN INDIAN/ALASKAN NATIVE			0%		0%	<1%	<1%	32%	
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER			0%		0%	0%	0%	0%	
MULTI-RACIAL			0%		0%	3%	4%	26%	
BALANCE/OTHER			0%		0%	1%	2%	28%	
TOTAL RACE		0	0%	0	0%				
ETHNICITY									
HISPANIC OR LATINO			0%		0%	7%	9%	26%	
NOT HISPANIC OR LATINO		0	0%	0	0%	93%	81%	74%	
TOTAL ETHNICITY		0	0%	0	0%				
PERSONS WITH DISABILITIES			0%		0%				

*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES.

AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

**R/POV=Percent of racial group living below the poverty line.

composition and staff of your agency represent the racial and cultural diversity of the residents

, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER)

7. AGENCY GOVERNANCE

How many Board members?

How many Board members?

How many Board members?

List your current Board members:

Name

Home Address

Occupation

Representing

Term of Office

Name

Home Address

Occupation

Representing

Term of Office

Name

Home Address

Occupation

Representing

Term of Office

Name

Home Address

Occupation

Representing

Term of Office

Name

Home Address

Occupation

Representing

Term of Office

Name

Home Address

Occupation

Representing

Term of Office

Name

Home Address

COMMUNITY DEVELOPMENT DIVISION**ORGANIZATION OVERVIEW****CITY OF MADISON****GOVERNING BODY**

Meetings were held in 2025

Meetings has your governing body or Board of Directors scheduled for 2025?

Meetings are indicated in your agency by-laws?

Board of Directors or your agency's governing body.

Dwayne Maddox				
1285 Dolan Dr., Sun Prairie, WI 53590				
Marketing Director, Allianz Life Insurance Company of North America				
	From:	01/2017	To:	Present
Sara Mann				
3727 Cardinal Point Trail, Verona, WI 53593				
VP, Commercial Excellence - Promega				
	From:	07/2025	To:	Present
Joy Matthews				
892 Eddigton Dr., Sun Prairie, WI 53590				
VP, Total Reward and HR at QBE				
	From:	01/2020	To:	Present
John McKenzie				
9622 Watts Rd., Madison, WI				
Owner, McKenzie Apartments				
	From:	01/2012	To:	Present
Dr. Leslie Petty				
1233 Woodridge Trail, Waunakee, WI 53597				
Dean, Madison College				
Chair of Workforce Center				
	From:	01/2016	To:	Present
Scott Resnick				
2205 Van Hise Ave., Madison, WI 53726				
CEO and VP - Harding Design				
	From:	01/2017	To:	Present
Jenny Santek				
3853 Bay Laurel Lane, Verona, WI 53593				

COMMUNITY DEVELOPMENT DIVISION**ORGANIZATION OVERVIEW****CITY OF MADISON**

AGENCY GOVERNING BODY cont.

Name	Neil Stechschulte			
Home Address	439 Clara St., Sun Prairie, WI 53590			
Occupation	City Administrator - City of Monona			
Representing	Chair of Finance Committee			
Term of Office		From:	09/2023	To: Present
Name	Melanie Thiel			
Home Address	5175 Hill Top Rd., Fitchburg, WI 5371			
Occupation	Principle at Madison Metropolitan School District			
Representing	Chair of Education Committee			
Term of Office		From:	03/2022	To: Present
Name	John Tucker			
Home Address	1643 Sky Blue Dr., Sun Prairie, WI 53590			
Occupation	Executive - Findorff			
Representing				
Term of Office		From:	09/2023	To: Present
Name	Kristina Vacarro			
Home Address	6558 Wolff Hollow Rd., Windsor, WI 53598			
Occupation	Director of Operations - Safe Communities			
Representing				
Term of Office		From:	07/2025	To: Present
Name	Nasra Wehelie			
Home Address	3521 Basalt Lane, Madison, WI 53719			
Occupation	Chair of Human Resources			
Representing				
Term of Office		From:	01/2017	To: Present
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				

COMMUNITY DEVELOPMENT DIVISION

ORGANIZATION OVERVIEW

CITY OF MADISON

Occupation	
Representing	
Term of Office	
Name	
Home Address	
Occupation	
Representing	
Term of Office	

COMMUNITY DEVELOPMENT DIVISION**ORGANIZATION OVERVIEW****CITY OF MADISON**

Sr. VP - Morgan Stanley				
Chair of Marketing & Development				
	From:	08/2016	To:	Present
Thad Schumacher				
3113 Leyton Lane, Madison, WI 53713				
Owner, Fitchburg Family Pharmacy				
	From:	01/2017	To:	Present

Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy