



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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Part 2 - Program Narrative Form

Program Name:	CareerForce Build-Up!	Total Amount Requested for this Program:	\$ 63,780
Legal Name of Organization:	Boys & Girls Clubs of Dane County	Total amount Requested for Lead/Single Applicant	\$ 63,780
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	Alan Branch, VP of Workforce Development	Email: abbranch@bgcdc.org	Phone: 513.509.6615
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.

CareerForce Build Up! at Boys & Girls Clubs of Dane County's McKenzie Regional Workforce Center addresses two closely connected needs in the Madison area: a growing shortage of skilled workers and unequal access to career pathways for young people from lower-income communities and populations historically underrepresented in the trades.

Demand for skilled workers is increasing throughout the region. Dane County had approximately 17,796 construction jobs in 2023, an increase of 1,522 jobs—or 9.4%—from 2018. Statewide, construction and extraction employment is projected to grow by 11.8% between 2022 and 2032, with approximately 12,623 job openings each year resulting from industry growth, retirements and other workforce exits. The City of Madison has also identified the declining supply of skilled construction workers as a barrier to building and preserving housing. Its 2026 Draft Annual Action Plan states that Madison needs more individuals working in the construction trades and that training this workforce should be a local priority. The City is also working with regional partners to increase the participation of women and people of color in construction careers.

CareerForce Build Up! responds directly to these needs by providing teenagers with hands-on career exploration and training in construction, concrete work, automotive technology, commercial driving and other skilled occupations. Through instruction from industry professionals, supportive mentoring, employment-readiness training and connections to apprenticeships and employers, participants gain both technical competencies and essential workplace skills. These opportunities are especially important for BG CDC youth: approximately 90% of members come from low-income households, 74% live at or below the federal poverty level, 80% are youth

of color and half come from single-parent households. For these young people, program costs, transportation barriers, limited professional networks and a lack of exposure to skilled occupations can otherwise restrict access to careers offering advancement and family-supporting wages.

The program's early results demonstrate its ability to connect Madison-area youth with the regional workforce. By July 2024, the McKenzie Regional Workforce Center and related Club programming had served nearly 3,000 young people. More than 250 youth had completed technical, employment and soft-skills training, and more than 20 had secured seasonal, part-time or full-time construction employment. Nearly 70% of participants were youth of color, and more than 40% were female—populations the City has specifically identified for increased representation in the construction trades.

By connecting young people who face economic barriers with hands-on training, mentors, industry credentials, apprenticeships and employment opportunities, CareerForce Build Up! simultaneously expands economic mobility for Madison families and strengthens the pipeline of workers needed to support the area's construction, housing and broader economic-development goals.

Data sources: Wisconsin Department of Workforce Development, 2025 Dane County Workforce Profile; City of Madison, Draft 2026 Annual Action Plan; McKenzie Regional Workforce Center, About and Programs; W RTP | BIG STEP, "Celebrating the First Anniversary of the McKenzie Regional Workforce Center," July 2024.5

- 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 CareerForce Build Up! is to expand equitable access to skilled-trades careers by preparing 40 Madison-area youth 16-18 years old, especially young people from low-income households and groups historically underrepresented in these industries, with the knowledge, skills, experience, and professional connections needed to move into employment, apprenticeships, or postsecondary training. Through hands-on instruction in construction, concrete work, commercial driving, and related fields, participants build technical abilities while also strengthening communication, teamwork, problem-solving, reliability, and other essential workplace skills.

This goal closely aligns with the City's priorities by serving youth ages 14–21 who face barriers to employment, career exploration, and early work experience. CareerForce Build Up! responds to this priority by providing accessible, industry-aligned training and exposing youth to professions they may not otherwise encounter. The program also connects participants with employers, unions, trade associations, schools, and training providers, helping youth understand career pathways and identify realistic next steps. Transportation, mentoring, supportive relationships, and structured guidance further reduce practical barriers that can prevent young people from participating consistently and successfully completing the training.

Through mentoring, project-based learning, employer engagement, and supportive services, CareerForce Build-Up! program increases participants' career awareness, work readiness, and access to industry-recognized credentials.

- 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.

CareerForce Build Up! is a 144 hour pre-apprenticeship and career-development program for Madison-area youth ages 16–18 with a focus on young people who face barriers to employment, including youth from low-income households, youth of color, English language learners, and young women who are underrepresented in the skilled trades. Services for 40 unduplicated youth a year will be delivered at the McKenzie Regional Workforce Center through hands-on construction training, OSHA 10, First Aid/CPR/AED, Fall Protection and Flagger certifications, employability-skills development, career coaching, field trips, job shadowing, and connections to employers and apprenticeship programs.

BGCDC will work with LIUNA, and the Latino Academy of Workforce Development to provide technical instruction, bilingual support, industry credentials, and direct links to construction careers. Expected outcomes include increased career awareness, stronger workplace skills, completion of industry-recognized training, and successful connections to employment, apprenticeships, or continued education.

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?

CareerForce Build Up! will primarily serve 40 City of Madison youth a year who face barriers to employment, career exploration, and postsecondary training. Priority will be given to youth from low-income households, youth of color, young women, English language learners, youth with limited professional connections, and young people who lack reliable transportation or prior exposure to skilled-trades careers. Participants will be recruited through Madison schools, BG CDC Clubs, community organizations, and workforce partners and transported to the McKenzie Regional Workforce Center. More than 80% of BG CDC members qualify for free or reduced-price school meals, more than half live in single-parent households, and most are youth of color. Although the program does not exclude youth based on household income, it intentionally prioritizes those experiencing economic and systemic barriers to family-supporting employment.

CareerForce Build Up! is also designed to be accessible to youth with various levels of English proficiency. Through its partnership with the Latino Academy of Workforce Development, the program provides bilingual outreach, translated materials, culturally responsive communication, and safety and skilled-trades instruction for Spanish-speaking participants, when needed. Transportation, scholarships, mentoring, and individualized career coaching further reduce barriers to enrollment and participation.

BG CDC has engaged youth throughout the program's development and implementation. A 2022 community needs assessment identified barriers like transportation, childcare, academic preparation, and access to industry credentials, which were incorporated into CareerForce Build-Up's comprehensive-service approach. Current participants inform ongoing program improvements through pre- and post-program assessments, satisfaction surveys, focus groups, conversations with career coaches, and feedback following training, job-shadowing, and work-based learning experiences. BG CDC uses this input to adjust schedules, curriculum, instructional approaches, supports, and career-exploration opportunities. Youth interests also guide the trades and activities offered, while participant experiences and success stories are used to improve outreach and encourage other young people to consider skilled-trades careers.

- 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.

Race	# of Participants	% of Total Participants
White/Caucasian	9	16%
Black/African American	3	5%
Asian	0	0%
American Indian/Alaskan Native	1	2%
Native Hawaiian/Other Pacific Islander	0	0
Multi-Racial	12	24%
Balance/Other	28	53%
Total:	53	
Ethnicity		

Hispanic or Latino	10	38%
Not Hispanic or Latino	16	62%
Total:	26	
Gender		
Man	28	73%
Woman	8	22%
Non-binary/GenderQueer	0	0%
Prefer Not to Say	2	5%
Total:	38	

Comments (optional):

- 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.

CareerForce Build Up! will serve non-English-speaking youth and families by integrating language access into outreach, enrollment, instruction, family communication, and career placement. Through its partnership with the LAWD, the program will provide Spanish-language instruction when needed and translate outreach materials, enrollment forms, program expectations, safety information, training documents, and career-resource materials for Spanish-speaking participants and families. Bilingual assistance and interpretation will also be available to help youth and caregivers understand training requirements, credentialing processes, employment opportunities, apprenticeship pathways, and postsecondary options.

The program's hands-on experiences support youth with varying levels of English proficiency. Instructors will use demonstrations, visual materials, guided practice, small-group learning, repetition, and individualized coaching so participants are not dependent solely on written or spoken English to master technical and workplace skills. Staff will also use plain language, explain industry terminology, and confirm participant understanding, particularly when addressing jobsite safety and workplace expectations.

CareerForce Build Up! builds and sustains cultural competence by partnering with organizations that have established relationships with Latino and multilingual communities and by incorporating feedback from youth and families into program delivery. BG CDC will gather input through surveys, conversations, focus groups, and ongoing communication with participants, caregivers, school staff, and community partners. This feedback will inform recruitment strategies, communication methods, scheduling, curriculum delivery, and supportive services.

Transportation, mentoring, career coaching, and direct connections to culturally responsive workforce partners will address additional barriers that may disproportionately affect immigrant and multilingual families. By maintaining bilingual communication, translated materials, trusted community partnerships, and participant-informed programming, CareerForce Build Up! will ensure that non-English-speaking youth and families can access, understand, and fully benefit from the program's training, credentials, and employment pathways.

- 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.

CareerForce Build Up! will recruit youth ages 16-18 through BG CDC Clubs, school-based programs, community organizations, and workforce-development partners. Outreach will prioritize youth from the City of Madison identified service areas for low-income households, youth of color, English learners, young women underrepresented in the skilled trades, and youth with limited transportation. Recruitment will include presentations, hands-on career demonstrations, informational sessions, social media, flyers, family communication, and direct outreach from trusted staff.

BGCDC will partner with Madison-area schools, counselors, teachers, youth-serving agencies, and neighborhood organizations to identify and refer eligible participants. Club Directors, teen program staff, and career coaches will also recruit youth through existing relationships and help families complete enrollment and address transportation, scheduling, or language barriers.

Industry partners will strengthen recruitment by connecting participation to real career opportunities. MABA will provide field trips, job-shadowing, and employer connections; LIUNA will provide MC3 skilled-trades instruction and links to employment and apprenticeship pathways; and the Latino Academy of Workforce Development will support bilingual outreach, translated materials, and Spanish-language instruction when needed.

BGCDC staff will follow up with referred youth and families, assess interests and support needs, and place participants in appropriate training opportunities, supporting them from recruitment through credential completion, employment, apprenticeship, or continued education.

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?

Participants may face barriers including limited transportation, limited household income, language access, lack of prior work experience, limited professional networks, scheduling conflicts with school or family responsibilities, and unfamiliarity with skilled-trades careers. Some youth may also lack confidence, appropriate work clothing or equipment, required safety credentials, or knowledge of how to access apprenticeships, postsecondary training, and employment opportunities. Young women, youth of color, English learners, and youth from low-income households may experience additional cultural or systemic barriers within industries in which they have historically been underrepresented.

CareerForce Build Up! will address these barriers through coordinated transportation, no-cost technical instruction, mentoring, individualized career coaching, and direct connections to employers and apprenticeship programs. The program will provide OSHA 10, Fall Protection, First Aid, CPR, AED, MC3 training, helping youth earn credentials employers expect new employees to have, at no cost. Spanish-language instruction, translated materials, and bilingual communication will support Spanish-speaking youth and families. Hands-on learning, visual demonstrations, and small-group instruction will meet varied learning needs and English proficiency levels. BGCDC staff will work with participants and families to identify scheduling, equipment, clothing, academic, and supportive-service needs and coordinate appropriate assistance. Field trips, job shadowing, employer presentations, and direct referrals will help youth build professional networks, understand workplace expectations, and transition successfully into employment, apprenticeships, or continued education.

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).

Participants will be enrolled through a youth-centered intake process designed to identify each young person's interests, strengths, goals, support needs, and potential barriers to participation. BGCDC staff will complete enrollment forms and an Individual Service Plan with each participant and, when appropriate, their parent or caregiver. The process will assess career interests, prior work experience, education, language abilities and preferences, transportation needs, scheduling constraints, credentialing goals, and any supports needed to participate successfully. Staff will use plain language, translated materials, and bilingual assistance for Spanish-speaking youth and families.

Each participant's Individual Service Plan will outline personalized goals, selected training activities, credentials to be pursued, work-based learning opportunities, and next steps toward employment, apprenticeship, or postsecondary education. Career-interest assessments, skill inventories, readiness checklists, and pre-program surveys will help staff place youth in training that matches their abilities and preferences.

Participants will remain engaged through hands-on instruction, project-based learning, mentoring, employer presentations, field trips, job shadowing, and regular individual check-ins with BGCDC staff or career coaches. Staff will monitor attendance, progress, credential completion, and barriers that emerge

during participation and will coordinate transportation, language access, scheduling adjustments, equipment, or referrals to supportive services as needed. Culturally responsive practices including instructors with similar lived experiences to participants, language-accessible communication, youth choice, family engagement, and ongoing participant feedback—will help ensure that youth feel respected, connected, and invested in completing the program.

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.).

CareerForce Build Up! participants will receive instruction in construction fundamentals through the LIUNA's MC3 curriculum. LIUNA's curriculum combines construction safety, applied academics, tools and materials, hands-on technical instruction, employability development, and apprenticeship preparation. Youth develop practical skills in areas such as concrete, masonry support, jobsite layout, scaffolding, work-zone safety, demolition, rigging, and pipelaying while earning credentials and building the professional skills needed to pursue employment or registered apprenticeship opportunities.

The workshops run Monday through Thursday from 5:00 PM to 8:00 PM for 12 weeks at the McKenzie Regional Workforce Center, and cohorts run three times a year. BGCDC provides transportation for participants who need it throughout Madison and provides dinner for participants.

The Multi-Craft Core Curriculum (MC3) provides youth with a strong foundation for entering registered apprenticeships and construction careers. The curriculum introduces participants to the building trades, apprenticeship pathways, workplace expectations, and the range of occupations available across the construction industry. Youth receive instruction in construction math, blueprint reading, tools and materials, jobsite safety, OSHA 10, First Aid/CPR, green construction, financial literacy, labor history, and respectful workplace practices.

MC3 combines classroom instruction with hands-on learning so participants can apply technical concepts in practical settings. The curriculum also emphasizes communication, teamwork, reliability, problem-solving, and professional conduct—skills that are essential for success in apprenticeship and employment. Participants learn about worker rights and responsibilities, workplace safety standards, wages and benefits, and the expectations of union construction careers.

Participants will also complete OSHA 10, Fall Protection, First Aid, CPR, and AED and Flagger training delivered by the Latino Academy of Workforce Development, with Spanish-language instruction and translated materials available as needed.

Additional activities will include résumé development, interview preparation, communication, teamwork, problem-solving, attendance, reliability, and other employability skills. Youth will participate in employer presentations, construction-site and business field trips, job-shadowing experiences, hands-on projects, and mentoring from industry professionals. The Madison Area Builders Association will connect participants with local contractors and employers, while LIUNA will help connect qualified program completers to apprenticeship and employment opportunities.

Through weekly check-ins, each participant will receive individualized career planning, regular progress check-ins, transportation assistance, and referrals to supportive resources.

Over the course of a typical month, youth participate in several technical training sessions, employability-skills activities, mentoring, and individualized career coaching. The monthly schedule may also include a construction-business or worksite field trip, job-shadowing experience, union or apprenticeship presentation, and hands-on project. BGCDC staff monitor attendance, update each participant's Individual Service Plan, address transportation or language-access needs, and communicate with families when appropriate.

These coordinated activities will help youth gain credentials, build professional networks, understand workplace expectations, and progress from career exploration into further training, apprenticeship, or employment.

- 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?

BGCDC has the experience, relationships, and transportation infrastructure needed to serve households in several Employment and Career Development Equity Priority Areas, particularly in South, Southwest, Northside and East Madison. BGCDC maintains a longstanding presence in these communities through the Erica and Anthony Fleming Club in South Madison, the Allied Family Center near the Allied–Dunn’s Marsh neighborhood, the McKenzie Regional Workforce Center on Verona Road, and school-based programs at East, La Follette, Vel Phillips Memorial, West, Cherokee Heights, Wright and Sherman.

CareerForce Build Up! will recruit youth from these neighborhoods through Club staff, school counselors, teachers, families, and community partners. Enrollment forms will collect participants’ addresses, allowing BGCDC to document and prioritize service to youth living in the identified areas. Transportation to the workforce center, no-cost pre-apprenticeship training, Spanish-language instruction, when needed, translated materials, mentoring, and individualized career coaching will address barriers that often prevent youth from accessing workforce opportunities. BGCDC will then connect participants to technical instruction, industry credentials, job shadowing, apprenticeships, postsecondary training, and employers through partnerships with MABA, LIUNA, and the Latino Academy of Workforce Development. This established community presence and coordinated support system position BGCDC to help youth from equity-priority households progress toward skilled employment and family-supporting careers.

LIUNA will help connect qualified program completers to apprenticeship and employment opportunities.

- 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).
- i. 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): McKenzie Regional Workforce Center		
Day of the Week	Start Time	End Time
Monday	Choose an item.	Choose an item.
	5:00 pm	8:00 pm McKenzie Regional Workforce Center
Tuesday	5:00 PM	8:00 PM
		McKenzie Regional Workforce Center
Wednesday	5:00 PM	8:00 PM

		McKenzie Regional Workforce Center
Thursday	5:00 PM	8:00 PM
		McKenzie Regional Workforce Center
Friday	5:00 PM	9:00 PM
		McKenzie Regional Workforce Center
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:

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.

BG CDC engaged youth, families, school partners, employers, and workforce organizations in shaping CareerForce Build Up! through ongoing program feedback, community conversations, participant surveys, career-interest surveys, and lessons learned from existing workforce programming at the McKenzie Regional Workforce Center. Youth input regarding preferred trades, hands-on learning opportunities, transportation needs, program schedules, employment goals, and barriers to participation helped inform this proposed approach. Families and community partners also identified the need for accessible transportation, clear communication, language assistance, industry credentials, mentoring, and direct connections to employers and apprenticeships. Feedback from MABA, LIUNA, the Latino Academy of Workforce Development, schools, and construction employers helped ensure that the proposed activities reflect current industry expectations and realistic career pathways.

During implementation, youth will help shape their participation through Individual Service Plans, career-interest surveys, goal-setting, and selection of training and work-based learning opportunities. Participants and families will provide ongoing feedback through individual check-ins, surveys, focus groups, informal conversations, and post-training evaluations. BG CDC will use this input to adjust schedules, instructional approaches, transportation, language access, supportive services, and career-exploration activities.

Youth will also participate in program assessments through pre- and post-program surveys measuring career awareness, technical knowledge, workplace readiness, confidence, credential attainment, and progress toward employment or further training. Families, instructors, employers, and community partners will provide additional feedback on participant progress and program effectiveness. BG CDC will review these results annually at its Program Retreat and Planning meeting and use the results to improve program quality, cultural responsiveness, accessibility, and outcomes.

- 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 engaged relevant community stakeholders in developing the CareerForce Build Up! proposal through ongoing conversations with youth-serving organizations, schools, workforce-development agencies, construction employers, labor partners, and families connected to Madison neighborhoods. These stakeholders identified persistent barriers to skilled-trades careers, including limited transportation, lack of professional networks, language barriers, the cost of industry credentials, and insufficient exposure to apprenticeships and family-supporting employment. Their input helped shape the program's emphasis on no-cost pre-apprenticeship training, transportation assistance, bilingual services, industry-recognized credentials, hands-on learning, and direct connections to employers.

Community and industry partners will remain actively involved in program implementation. School counselors, teachers, BG CDC Club staff, and neighborhood organizations will identify and refer eligible youth. The Madison Area Builders Association will connect participants with construction businesses for field trips, job shadowing, and employment opportunities. LIUNA will deliver MC3 skilled-trades instruction and connect qualified participants to apprenticeship and employment pathways. The Latino Academy of Workforce Development will provide OSHA 10, First Aid, CPR, and AED and Flagger instruction, along with Spanish-language training and translated materials when needed. Employers and trades professionals will also participate as guest speakers, mentors, worksite hosts, and potential employers.

Stakeholders will contribute to program assessment through regular partner meetings, instructor feedback, employer evaluations, referral-partner input, and reviews of participant attendance, certificates awarded, training completion, job-shadowing participation, and employment or apprenticeship outcomes. Youth and families will provide feedback through surveys, focus groups, individual check-ins, and post-program evaluations. BG CDC will use this information to refine recruitment, scheduling, transportation, curriculum, language access, supportive services, and employer engagement so the program remains responsive to neighborhood needs and produces meaningful workforce outcomes.

- 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)?
LAWD	LAWD will provide qualified instructors for OSHA 10, Fall Protection, First Aid, CPR, and AED and Flagger certification. LAWD will also offer instruction in Spanish when needed and translate outreach, enrollment, safety, training, and career-resource materials for Spanish-speaking youth and families. LAWD will also support culturally responsive communication and access to workforce-development resources	Nydia Martinez	No
LIUNA	LIUNA will provide technical skilled-trades instruction using the Multi-Craft Core Curriculum for youth ages 14–18 who remain enrolled in school. LIUNA will introduce participants to construction occupations, workplace safety, tools, apprenticeship expectations, and employability skills. LIUNA will also connect qualified program completers with potential apprenticeship and employment opportunities through its contractor and labor networks.	Saul Castillo	No
MABA	Will connect youth to employers	Chad Lawler	No

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

How do these partnerships enhance this proposal?

These partnerships strengthen the proposal by combining BG CDC's youth-development expertise with specialized training, language-access services, industry knowledge, and direct employment connections. MABA enhances the program through access to construction businesses for field trips, job shadowing, and employer introductions; LAWD provides OSHA 10, Fall Protection, First Aid, CPR, and AED training while ensuring Spanish-speaking youth and families can fully participate through bilingual instruction and translated materials; and LIUNA delivers MC3 skilled-trades training and connects qualified participants to apprenticeship and employment opportunities.

Together, these partners create a coordinated pathway from career exploration to credential attainment, work-based learning, and connections to apprenticeships and employment. Their involvement ensures that training reflects current industry standards, expands access for youth who face language or economic barriers, and provides participants with relationships and opportunities that BG CDC could not offer independently. The partnerships also increase the program's credibility, sustainability, and ability to achieve measurable outcomes related to skill development, credential completion, employment readiness, and placement in family-supporting careers.

What are the decision-making agreements with each partner?

LAWD provides OSHA 10, Fall Protection, First Aid, CPR/AED, and Flagger certification. LAWD determines the specific safety trainings and provides Spanish-language instruction and translated materials when needed.

LIUNA provides MC3 skilled-trades instruction for participants ages 16-18 who remain engaged in the traditional education system and helps connect qualified completers to apprenticeship and employment opportunities.

MABA connects participants with member businesses for construction-site visits, career presentations, job-shadowing experiences, and introductions to potential employers.

- 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?

CareerForce Build Up! provides youth and families with coordinated access to skilled-trades training, industry-recognized credentials, career exploration, mentoring, and employment pathways. Participants receive hands-on construction instruction through MC3 curricula, OSHA 10, Fall Protection, First Aid, CPR, and AED training, employability-skills development, career coaching, résumé and interview preparation, job-shadowing opportunities, employer site visits, and connections to apprenticeships, postsecondary education, and employment. Transportation assistance, Spanish-language instruction, when needed, translated materials, and individualized support help remove barriers to participation.

BG CDC coordinates these resources through a youth-centered intake process and Individual Service Plan that identifies each participant's interests, goals, language preferences, transportation needs, and other barriers. Program staff and career coaches monitor attendance, progress, credential completion, and readiness for work-based learning and provide direct referrals and follow-up support. MABA connects youth to potential employers. LAWD provides safety certifications, bilingual instruction, translated materials, and culturally responsive support for Spanish-speaking youth and families. LIUNA delivers MC3 technical instruction and connects eligible program completers with apprenticeship and employment opportunities.

When participants or families need services beyond the program's direct scope, BG CDC connects them with appropriate school, workforce, and community resources. Regular communication among staff, partners, participants, and families ensures that referrals are completed, barriers are addressed, and youth receive continuous support as they move from career exploration into training, apprenticeship, employment, or postsecondary education.

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.

BG CDC will measure program outputs by tracking unduplicated participants and credential records in MyClubHub. Program completion will be measured against requirements for each training pathway, including minimum attendance, completion of required instructional modules, participation in hands-on activities, and completion of assigned assessments or projects. BG CDC will also track industry credentials earned, job-shadowing experiences, referrals to apprenticeships or employment, and placement in continued education or work.

Program staff will review and audit output data monthly to reconcile records and follow up with participants who are at risk of not completing the program. Aggregate output data will be reviewed throughout the grant period and reported to the City according to required definitions and reporting timelines.

B. Program Outcomes

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

CareerForce Build Up!’s outcome objectives were selected using prior program results, participant feedback, and input from industry partners. The Wisconsin Department of Workforce Development’s Dane County 2025 Workforce Profile documented continued demand for workers in construction and skilled-trades occupations. The City of Madison’s 2026 Draft Annual Action Plan also identified the declining supply of skilled construction workers as a barrier to housing development and emphasized the need to increase participation by women, people of color, and other populations underrepresented in the trades.

BG CDC also reviewed enrollment, attendance, training-completion, credential, and employment data from existing programming at the McKenzie Regional Workforce Center. These records helped establish realistic objectives related to the number of youth served, program completion, industry-recognized credential attainment, work-based learning participation, and connections to employment, apprenticeship, or postsecondary education.

Participant surveys, career-interest assessments, youth and family feedback, and conversations with school and community partners were used to identify barriers such as transportation, limited career exposure, language access, and lack of professional networks. MABA, LIUNA, the Latino Academy of Workforce Development, and construction employers provided additional guidance on industry expectations, required safety credentials, employability skills, and realistic pathways into the trades.

Together, these data sources informed objectives focused on increasing career awareness, strengthening workplace readiness, completing pre-apprenticeship training, earning credentials such as OSHA 10 and First Aid/CPR/AED, participating in job-shadowing or employer-based learning, and progressing into employment, apprenticeship, or continued education.

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: BG CDC will enroll 40 youth participants ages 16-18 annually, and 80% will complete pre-apprenticeship and employability-skills training.				
Performance Standard	Targeted Percent	80%	Targeted Number	32 of 40
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Participant data tracking through MyClubHub.				
Methodology: Participant attendance, certificate completion records, and training completion data.				

Outcome Objective #2: At least 75% of participants will earn three or more industry-recognized credentials, such as OSHA 10, Fall Protection, First Aid/CPR/AED, and MC3.				
Performance Standard	Targeted Percent	75%	Targeted Number	30
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Participant data tracking through MyClubHub. Completion of all requirements: attendance, required activities, and passing certification tests, when necessary.				
Methodology: Participant data tracking through MyClubHub, including attendance, required activities, certifications received, and test results.				

Outcome Objective #3: At least 90% of program participants will have increased knowledge of the construction industry and a career pathway.				
Performance Standard	Targeted Percent	90%	Targeted Number	36
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Participant pre/post surveys				
Methodology: The primary measurement tool will be a pre/post survey measuring increased knowledge of the construction field and career pathway and participants' ability to determine whether construction is a career they are interested in pursuing.				

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 uses MyClubHub to document participant information, enrollment, demographics, program participation, attendance, and service hours. The system also tracks participant outcomes using National Youth Outcomes Initiative (NYOI) data, pre- and post-program surveys, credential completion, and other program-specific measures. Program staff review records regularly to ensure information is complete, accurate, and unduplicated.

Program expenses are recorded and tracked through Finance's Intacct financial management system. Intacct allows expenses to be coded by grant, program, funding source, and expense category and supports budget-to-actual monitoring and financial reporting. BGCDC's Finance and Compliance teams review grant expenditures and supporting documentation to verify that costs are reasonable, allowable, allocable, properly approved, and consistent with the approved grant budget. Regular monitoring and reconciliation between program and financial records help ensure accurate reporting of participant services, program outcomes, and grant expenses.

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)
----------------	-----	--------------------------------------	-------------

Program Director: Manages program		.4 FTE BGCA Child Abuse Prevention, Mandated Reporting, Grooming Prevention, Foundation level of BGCA Management	McKenzie Regional Workforce Center 5215 Verona Rd. Fitchburg, WI
Training Instructor		.12 FTE Licensed Teacher State of WI, MC3 Certified Trainer	Same as above
2 Youth Coordinators: Providing behavior management and support during programming		.15 FTE Child Abuse Prevention, Mandated Reporting, Grooming Prevention	Same as above

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

No volunteers used.

- 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.

CareerForce Build Up! requires qualified instructors and youth-development staff, appropriate training space, transportation, participant stipends, personal protective equipment, construction tools, and hands-on training equipment. BG CDC currently has dedicated program space at the McKenzie Regional Workforce Center, core youth-development staffing, transportation capacity, and established instructional partnerships with MABA, LIUNA, and the Latino Academy of Workforce Development. The facility also has existing tools and equipment that can support introductory skilled-trades training.

Additional resources are needed to expand participation and provide consistent, high-quality programming. These include participant stipends, transportation costs, safety glasses, gloves, hard hats, work boots, construction materials, hand and power tools, saws, construction-training simulators, equipment maintenance, and additional staff time for participant support, case coordination, and employer engagement. Stipends will reduce financial barriers and recognize the time youth invest in training, while transportation and PPE will ensure that participants can attend and safely complete program activities.

BG CDC will use the requested City of Madison grant to secure priority resources before the first training cohort begins. During the first 30–60 days of the grant period, staff will confirm enrollment projections, inventory existing equipment, purchase PPE and training materials, finalize transportation schedules, and execute agreements with instructional partners. Stipends and transportation assistance will be available when participant activities begin.

Resources not fully covered by this grant will be secured through BG CDC's ongoing grant-writing and fund-development strategy. Throughout the grant year, BG CDC will pursue foundation, corporate, government, and individual support and seek donated tools, materials, PPE, and equipment from construction-industry partners.

Program leadership and development staff will review resource needs quarterly and submit funding requests early enough to prevent interruptions in staffing, transportation, stipends, or training delivery.

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.

None

B. Disclosure of Contract Failures, Litigations

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

None

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
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%						
	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				

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

CITY OF MADISON

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