



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:	Common Wealth Development, Inc.	Total Amount Requested:	\$ 175,000
All program(s) connected to your organization:	Program Name: Youth Business Mentoring Program Amount Requested: \$ 80,000 Applicant Type: Single Agency Application Program Type: Youth Employment- Programs & Services List Program Partner(s) (if applicable):		
	Program Name: Wanda Fullmore Youth Internship Program Amount Requested: \$ 95,000.00 Applicant Type: Single Agency Application Program Type: Youth Employment- Wanda Fullmore Internship List Program Partner(s) (if applicable):		
	Program Name: _____ Amount Requested: \$ _____ Applicant Type: Choose an item.		
	Program Type: Choose an item. List Program Partner(s) (if applicable):		
	Program Name: _____ Amount Requested: \$ _____ Applicant Type: Choose an item. Program Type: Choose an item. 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):	Justice Castañeda	Email: justice@cwd.org	

Organization Address:	1501 Williamson St, Madison, WI 53703	Telephone:	(608) 256-3527
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.

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

Common Wealth Development (CWD) is a neighborhood-based nonprofit community development organization founded in 1979 as a violence-prevention initiative, with a mission to support and preserve the vitality of neighborhoods in the Madison metropolitan area. Common Wealth advances this mission through three primary areas: developing and managing affordable housing, supporting small-business incubation, and providing workforce development rooted in racial justice and health equity. Across these areas, Common Wealth connects Madison residents with resources, opportunities, and support that strengthen household and neighborhood stability.

Common Wealth has provided workforce programming for youth and their families since 1991. Over more than three decades, its continuum of youth workforce programs has expanded in scope and rigor. Common Wealth's experience includes two-week pre-employment training followed by individual mentorship and job-placement assistance, implementation of a nine-week experiential-learning internship, a citywide Youth Advisory Board for MMSD students, and paid experiential-learning roles for young adults navigating postsecondary education. Common Wealth's youth workforce work began with a 1991 pilot developed with the Marquette neighborhood and Madison Metropolitan School District and has since expanded to serve youth across Madison and Dane County. The continuum provides progressively more advanced training, mentorship, paid work experience, civic engagement, and leadership opportunities.

- 2. 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.

Common Wealth Development (CWD) has provided workforce programming for Madison youth and their families since piloting the Youth Business Mentoring Program at East High School in 1991. CWD now works in partnership with the four comprehensive Madison Metropolitan School District high schools: East, West, La Follette, and Vel Phillips Memorial. With more than three decades of experience serving Madison and Dane County, CWD has developed a continuum of programs that responds to youth at different stages of workforce and leadership development. The continuum supports young people's entry into the workforce through structured training, paid work experience, mentorship, and continued learning opportunities. Since the programs began, Common Wealth has prioritized serving youth from across the community, particularly youth from historically marginalized communities. CWD carries out this work by improving access to resources, supporting personal and professional development, connecting participants with employment and financial-education resources, and providing support for youth and their families.

Common Wealth Development's Youth Workforce Development programs offer multiple entry points into a continuum of opportunities, each designed to respond to participants' experience, goals, and stage of development. The programs help youth develop foundational skills they can build on as they enter the workforce and move into young adulthood. Common Wealth has continued developing this work in Madison and Dane County by piloting new programs, revising

existing models, and identifying gaps in available services. In partnership with community organizations and public-system partners, this work has produced a portfolio of youth and adult workforce programs. Through its community partnerships, affordable-housing work, and neighborhood presence, Common Wealth is positioned to connect directly with youth who face significant barriers to employment.

Outlined here are the youth and adult workforce programs within Common Wealth's portfolio along with a brief description and inception date.

Youth Workforce Development

Youth Business Mentoring Program (YBMP)

Common Wealth piloted YBMP at East High School in 1991 and later expanded it to all four comprehensive MMSD high schools: East, West, La Follette, and Vel Phillips Memorial. Common Wealth has operated the program since then, offering one training session per semester at each school. YBMP provides students ages 14–18 with two weeks of foundational pre-employment instruction in communication, teamwork, resume development, financial literacy, customer service, interviewing, labor laws, and goal-setting. After completing the training, students earn a \$100 stipend and are paired with a Common Wealth staff mentor who provides individual support during the job-placement phase. Mentors help students identify appropriate employment opportunities, assist with applications and interviews, and provide support during the first four months of employment. Employment opportunities vary according to students' interests, age and position restrictions, transportation needs, and other considerations. Common Wealth has worked with the local business community to identify and develop employment opportunities since 1991 and maintains an established network of employer contacts.

Wanda Fullmore Youth Internship Program (WFYIP)

Established in 2014 and facilitated by Common Wealth Development since 2015, WFYIP serves approximately 30 youth ages 14–18 through a nine-week paid summer internship. The program is open to youth who are enrolled in an MMSD school or reside in the City of Madison. WFYIP helps participants develop professional, communication, teamwork, and critical-thinking skills; learn about the City of Madison as a municipal institution and employer; and apply their learning in hands-on placements. Interns complete placements within City departments and divisions or participate in the Civic Engagement and Leadership placement facilitated by Common Wealth. The program also includes an urban-planning capstone through which interns learn about urban planning and the processes that shape development in Madison. Interns research and analyze an applied planning site or development question, develop recommendations, and present a final proposal at the conclusion of the internship.

Youth Advisory Board (YAB)

Common Wealth piloted the Youth Advisory Board in 2021 and has facilitated it annually since then. YAB employs approximately 15 MMSD students ages 16–18 to study the historical, theoretical, and institutional forces that shape a selected public issue. Board members meet with community leaders, public officials, practitioners, and academics to examine how the issue appears in Madison and how public agencies and community organizations are responding. YAB follows the school-year calendar. From September through January, students study the issue selected by the board, such as the politics of immigration or the history of policing. From February through June, they apply that learning to a public-facing deliverable that communicates their analysis to a broader audience. Students are paid for all time associated with the board and are hired through Common Wealth's payroll system.

Experiential Learning and Leadership Academy (ELLA)

Common Wealth established ELLA in 2019 and has continued refining the framework as it has become more formalized. ELLA provides paid experiential-learning roles for young adults navigating postsecondary education and early career development. Participants work within one of Common Wealth's program areas while participating in peer learning and

a professional seminar series. ELLA includes recent high school graduate, undergraduate, and graduate-student tracks. Recent high school graduates who completed a Common Wealth Youth Workforce Development program may join ELLA as they navigate the transition after high school, develop postsecondary plans, and continue working with Common Wealth staff. Undergraduate and graduate students may work within Housing Operations, Development Operations, Administration and Finance, Adult Workforce Development, or Youth Workforce Development, gaining experience in Common Wealth's operations and community-based work. The professional seminar series addresses community development, organizational leadership, budgeting, and decision-making. ELLA participants are hired as paid staff and fill defined organizational roles each semester.

Adult Workforce Development

Job Shop

Job Shop was established around 2015 as part of the Southwest Partnership Initiative. It is a weekly drop-in program hosted at the Meadowood Neighborhood Center and staffed by representatives from partner organizations. Each Wednesday from 9:00 a.m. to 12:00 p.m., Job Shop brings together staff from Common Wealth, Dane County Joining Forces for Families, Children's Wisconsin, ECI, RISE, UW Lit Lab, and other participating agencies. Community members can meet with several service providers in one location, enroll in programs or services, receive resume and job-search assistance, obtain referrals to other services and organizations, and address other immediate service needs.

WorkUp! Academy

Piloted in 2024, WorkUp! Academy provides Meadowood-area adults preparing to reenter the workforce with structured training, case-management support, and a completion stipend. The eight-module series focuses on transferable skills across industries and career pathways, including communication, teamwork, conflict resolution, basic digital literacy, self-awareness, self-care, interviewing, and giving and receiving feedback. Participants can earn up to \$300 upon completion. Participants who complete WorkUp! Academy become eligible for a Southwest Transitional Employment Program placement, allowing them to apply their learning and continue progressing toward stable employment.

Southwest Transitional Employment Program (STEP)

STEP was established in 2011 through relationships developed by residents and service providers working in the Meadowood neighborhood. The program provides transitional employment through which Common Wealth hires and pays participants while they complete temporary assignments with community organizations for up to 100 hours. This model provides immediate earned income, comprehensive case-management support, and dual mentorship while helping participants continue developing workforce skills, strengthen their resumes, and build professional references.

- 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."

During the past two years, Common Wealth experienced several leadership transitions, including the retirement of the Director of Operations and unanticipated turnover in Youth Workforce Development leadership. Although some transitions were planned and others were not, these changes did not prevent Common Wealth from operating the proposed programs or maintaining services for participating youth. Common Wealth prioritizes staff retention but cannot anticipate every personal or external circumstance that may lead to turnover. Its leadership structure, documented program practices, and institutional knowledge help maintain continuity of services during staff transitions.

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."

The primary anticipated staffing change during the next two years is routine turnover among entry-level program staff. With more than 30 years of youth-program experience, Common Wealth has developed internal hiring, onboarding, supervision, and documentation practices that allow the organization to plan for personnel changes, recruit and onboard new staff, and reduce the risk of disruption to program delivery and continuity.

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.).

All Common Wealth Development staff complete training in four organization-wide competency areas: trauma-informed care, fair housing, Mental Health First Aid, and implicit bias. Staff also complete role-specific training based on their responsibilities and program area. Professional development may include assigned readings, in-person or virtual workshops, and self-paced courses or certifications. Administrative staff track completion of the four organization-wide training areas, register staff for available sessions, and notify leadership when additional training must be arranged.

Youth Workforce Development staff begin an internally developed pedagogy and facilitation training plan shortly after they are hired. The training establishes a shared approach to youth learning environments and a pedagogical framework used consistently across Youth Workforce Development programs. Staff also complete training in case management and mentoring practices, workforce trends, mandated reporting, and additional areas based on their responsibilities, interests, and identified skill needs. Recent and ongoing topics include trauma-informed practices, motivational interviewing, language access, and language-justice principles. Common Wealth supports staff development by helping employees identify appropriate training and developing professional-development plans informed by regular performance evaluations and the needs of program participants, families, and the community.

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?



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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:	Wanda Fullmore Youth Internship Program	Total Amount Requested for this Program:	\$ 95,000.00
Legal Name of Organization:	Common Wealth Development, Inc.	Total amount Requested for Lead/Single Applicant	\$ 95,000.00
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):		Total Amount Requested for Partner 1:	\$
		Total Amount Requested for Partner 2:	\$
		Total Amount Requested for Partner 3*:	\$
Program Contact: Lead Organization Contact	Justice Castañeda	Email: justice@cwd.org	Phone: (608) 256-3527
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.

The Wanda Fullmore Youth Internship Program (WFYIP) addresses three related challenges facing Madison youth and the City of Madison. Madison youth face stark economic disparities as they enter the workforce and have limited access to structured, supportive adult mentorship during key life transitions. At the same time, the demographic composition of the City's workforce and governance bodies does not reflect the broader Madison community.

WFYIP is a later step in Common Wealth Development's youth workforce continuum, allowing participants to deepen their skills, develop post-secondary plans, and explore careers. High school students in Madison balance complex demands related to academics, postsecondary planning, and personal development. Without early access to paid work experience, interpersonal-skills training, and adult career coaching, low-income youth and youth of color face systemic barriers that make it more difficult to transition successfully into the local labor market or post-secondary education.

The program also aims to give Madison youth access to positions within City government, helping the City's workforce and governance structures better reflect the community. According to the 2025 City of Madison Human Resources Annual Report, permanent City employees were primarily identified as male and White as of January 2026, with 70 percent identified as male and 76 percent identified as White. In contrast, Madison Metropolitan School District demographic data indicate that the student body is 18 percent Black or African American, 7 percent Asian, 25 percent Hispanic or Latino, 39 percent White, and 9.5 percent two or more races. WFYIP provides Madison youth with an access point to City employment and helps create a longer-term pathway toward municipal roles and decision-making positions that better reflect the community. Madison-area youth also have limited opportunities to develop civic

awareness or participate in public bodies such as boards, commissions, and committees. WFIYP provides in-depth, rigorous training that builds interns' understanding of municipal processes, how institutional change occurs, and where decision-making authority resides.

WFIYP is directly informed by local community data and regional labor market profiles. Although Dane County has strong overall economic indicators, the United Way of Dane County 2025 Community Level Data highlight significant racial and socioeconomic inequalities. More than 10 percent of Dane County residents experience poverty, with child poverty rates significantly higher among Black households at 33.8 percent and Latine households at 21.8 percent than among White households at 3.2 percent. Early workforce exposure can help interrupt intergenerational poverty and strengthen household financial stability. Findings from the Dane County Youth Assessment indicate that youth across Madison report rising levels of stress related to their future plans, financial security, and mental health. The assessment identifies adult mentors outside their families and community connections as important protective factors that help youth build resilience and navigate life transitions.

Profiles published by the Wisconsin Department of Workforce Development (DWD) profiles show that, although Dane County maintains an unemployment rate of approximately 2.5 percent, youth unemployment and underemployment remain disproportionately high, particularly among teens seeking their first formal job. Madison employers need entry-level workers with strong "human skills," including punctuality, adaptability, problem-solving, and collaboration. WFIYP prepares Madison teens to meet these needs through paid work experience, structured professional development, and mentorship.

Like Common Wealth's other youth workforce programs, WFIYP is informed by local data and direct youth feedback. Providing Madison teens with accurate, applicable training that responds to their circumstances supports their long-term academic, professional, and economic mobility.

- 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 Wanda Fullmore Youth Internship Program (WFIYP) helps Madison youth develop familiarity with City operations and provides an entry point for them to pursue employment within City departments and divisions. WFIYP is a year-round experiential-learning initiative that culminates in a rigorous nine-week paid summer internship combining professional-development and leadership training, hands-on placements, and mentorship for Madison youth ages 14–18. WFIYP was established to address the needs of Madison youth and aligns with the scope, priorities, and outcomes outlined in the RFP guidelines. The program prioritizes students who face barriers to employment, including contact with the juvenile justice system, residence in an under-resourced neighborhood, or low household income. WFIYP expands access to paid internships, City employment pathways, and opportunities for equitable participation among students from historically marginalized communities.

The professional-development series embedded in WFIYP provides instruction in skills and competencies that support interns during the program and over the longer term. Topics include resume development, public speaking, interpersonal communication, postsecondary planning and goal-setting, career exploration, and financial literacy. WFIYP supports interns' leadership and skill development while advancing their academic and professional growth.

To complement the training interns receive, each intern completes a hands-on placement either within a City department or division or through the Civic Engagement and Leadership (CEL) placement facilitated by Common Wealth. These placements give interns firsthand exposure to how City departments are interconnected, how decisions are made, and how municipal government operates both administratively and as a policymaking institution. Common Wealth staff build relationships with students throughout recruitment and onboarding and assess each student's interests and goals before making placement decisions. Aligning work experiences with each student's interests, goals, and work style supports a productive placement for both the intern and host site. Interns in the CEL placement examine the structures, procedures, and practices involved in policy-level decisions. They work as a sub-cohort to explore the effects of policies, develop leadership skills, and prepare policy recommendations.

Common Wealth uses an evaluation process that incorporates intern perspectives and experiences, feedback from staff across the team, and detailed program-review discussions that begin during planning and continue after the program concludes. During Common Wealth's 11 years facilitating WFIYP, the program's scope and rigor have expanded, increasing Madison youth's access to experiential learning and equitable participation. The program aligns work experiences with youth interests, centers youth voice and civic engagement, and supports participants' skill and leadership development. It also provides comprehensive support, uses evaluation findings to guide program revisions, creates partnership opportunities, and maintains a structured evaluation process.

- 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.

Common Wealth Development proposes to continue implementing the Wanda Fullmore Youth Internship Program (WFYIP), an 11-month experiential-learning program that culminates in a nine-week paid internship for Madison youth ages 14–18. WFYIP gives participants an opportunity to learn about City government as a municipal institution and potential employer, develop professional skills, work in internship placements, and complete an applied urban-planning capstone project. Established in 2014 and under Common Wealth's stewardship since 2015, WFYIP aims to provide eligible Madison youth with access to City employment and municipal processes while supporting their immediate and long-term academic and professional development.

Through 11 years of planning, coordinating, and implementing WFYIP, Common Wealth has developed a structured approach to delivering the program. Running from December through the following October, WFYIP requires an intensive planning, training, implementation, and evaluation process involving community partners, youth participants, and host sites. Beginning in December, Common Wealth staff review the previous summer's final reports and recommendations and identify lead facilitation staff for the upcoming program cycle. Staff set the timeline and work plan and begin weekly planning meetings to identify needed adjustments and issues the team must address before recruitment. At this stage, the team also begins identifying possible topics for the experiential-learning capstone so that curriculum development and activity planning can begin. Recruitment and applications run from January through March, as described later in this proposal.

Throughout April and May, Common Wealth staff complete intern onboarding, including employment paperwork, a review of program policies and expectations, and the cohort orientation. At the same time, facilitation staff complete intensive training for the summer, develop weekly and daily curriculum materials, finalize capstone-project sites, and onboard additional staff. The facilitation team is comprised of two Common Wealth staff members, including a facilitation lead and a second facilitator; two technical assistants who are typically graduate students in public policy, urban and regional planning, or a related field; and one program alumnus who has graduated from high school and assists with program logistics and facilitation. The technical assistants are typically selected in April and begin work in May, bringing technical expertise in urban planning to the capstone curriculum and assisting with general program facilitation. The program alumnus draws on firsthand experience as a WFYIP graduate to support the cohort and the facilitation team.

The Wanda Fullmore Youth Internship Program is comprised of three core program pillars:

Professional Development

- Interns complete a professional-development series designed to support skill development and postsecondary planning. Topics include resume development, interpersonal communication, financial literacy, financing postsecondary education, public speaking, an overview of government structure, and panels on education and career pathways, including discussions with program alumni.

Experiential Learning Placements

- Interns complete hands-on placements where they practice and demonstrate professional skills in a workplace setting. Placements are either within a City of Madison department or division or through the Civic Engagement and Leadership placement facilitated by Common Wealth Development staff.

Urban Planning Capstone

- Interns work as a cohort to complete an applied urban-planning capstone project that culminates in a public presentation. They learn about urban planning, core considerations involved in redeveloping a parcel or area, and how to account for the needs of the surrounding neighborhood and community. Interns then develop a proposal and recommendations for reimagining the site, with specific attention to the perspectives and experiences of Madison youth. At the conclusion of the summer, the cohort presents its final proposal to families, community stakeholders, placement supervisors, elected officials, and local leaders.

The nine-week internship begins in mid-June with a training week focused on becoming familiar with program expectations, building relationships with staff and other interns, learning about the capstone project and placement opportunities, and establishing norms for the summer. WFYIP operates in person Monday through Friday at community-based locations, with the Wil-Mar Neighborhood Center serving as the primary site. Additional locations include field-trip sites and occasional program days at Madison Public Library's Central Library. Interns assigned to City departments or divisions also work at their designated placement sites, often in downtown Madison or another City location. The program concludes in mid-August with the capstone presentation.

Across all three program pillars, interns receive supportive adult mentorship. Common Wealth staff provide guidance, monitor progress, and connect interns with additional support or referrals based on their needs and goals. Staff build trusting one-on-one relationships with interns and provide consistent mentorship throughout the summer.

The program's peer-leadership model also allows previous participants to return in leadership positions. Five returning participants form a peer-leader sub-cohort, continuing to build professional skills while developing leadership experience. Peer leaders help facilitate panel discussions, lead small-group exercises, and model program expectations for first-year interns. They complete a separate professional-development and leadership series before and during the summer, take on additional responsibilities, and provide peer-to-peer support to interns participating for the first time.

WFYIP combines structured training, paid placements, adult mentorship, and peer leadership to support teens' academic and professional development. It also provides opportunities for continued skill-building and leadership as participants progress through high school.

2. POPULATION SERVED

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

The Wanda Fullmore Youth Internship Program (WFYIP) serves 25 Madison-area youth ages 14–18 as they develop professional skills, explore postsecondary options, complete internship placements, and present an urban-planning capstone project. WFYIP prioritizes youth who face barriers to employment, including youth experiencing homelessness; youth who are pregnant or parenting; youth who live in under-resourced neighborhoods; youth from low-income households; and youth involved with the juvenile justice system. Youth from historically marginalized communities and youth referred by partner organizations are also prioritized for selection. This prioritization helps ensure that youth with the greatest need can access the information and resources that support their immediate and long-term success.

Feedback and the firsthand experiences of program participants are central to the design, development, and implementation of WFYIP. Throughout the program, interns check in individually with facilitation staff to discuss how they are doing, address questions or concerns, and provide ongoing feedback on their experiences. Immediately after the program concludes, interns complete an exit interview and exit survey, providing feedback and reflections on their overall experience. Interns provide their perspectives on program logistics, the effectiveness of activities and curriculum, facilitation style, communication, and the program's effects, among other topics. Peer leaders complete an additional survey focused on their experience returning in a leadership role, the additional training they received, and opportunities to improve the peer-leader component. Common Wealth staff review the feedback and incorporate it into the evaluation and final program report used by the following year's facilitation team during planning.

After the program concludes, each supervisor from a City department or division that hosted a WFYIP intern is invited to participate in a one-on-one exit interview with Common Wealth leadership. The interview addresses the supervisor's experience working with the intern, the intern's progress during the placement, the effectiveness of communication with Common Wealth, and any additional feedback the supervisor wishes to provide. Staff document this feedback and incorporate it into the evaluation and final program report for the following year's facilitation team to use during planning.

Incorporating firsthand feedback into the evaluation and final program report gives the facilitation team information it can use when making annual program-design decisions. Embedding participant voice in annual program development and design helps WFYIP remain responsive to participants and adapt to changing youth needs.

In addition to the input gathered at the conclusion of the program, peer leaders begin training and working alongside staff in February. They contribute to program design and implementation by helping develop selected activities, providing input on early planning decisions, and, once the program begins, co-facilitating activities and lessons with first-year interns and supporting day-to-day implementation.

Firsthand participant feedback is essential to effective youth employment program design. Evaluation and design methods that incorporate participants' experiences and perspectives help WFYIP remain responsive and adapt from year to year based on the needs of the youth it serves.

- 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	16	50%
Black/African American	12	38%
Asian	1	3%
American Indian/Alaskan Native	0	0%
Native Hawaiian/Other Pacific Islander	0	0%
Multi-Racial	2	6%
Balance/Other	1	3%
Total:	32	
Ethnicity		
Hispanic or Latino	9	28%
Not Hispanic or Latino	23	73%
Total:	32	
Gender		
Man	15	47%
Woman	16	50%
Non-binary/GenderQueer	1	3%
Prefer Not to Say	0	0%
Total:	32	

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.

Common Wealth prioritizes designing and implementing programs that are equitably accessible to non-English-speaking youth and their families. Through its hiring practices and community partnerships, Common Wealth adapts program delivery and materials to respond to students' needs. Common Wealth's primary strategy is to recruit, hire, and retain bilingual staff. Staff who can facilitate lessons and activities and provide mentorship and family support in the student's or family's primary language are critical to effective service delivery. All core program documents, including recruitment flyers, intake forms, training materials, and activity instructions, are translated and prepared for student and staff use. This helps align program delivery and materials with the languages used by participating students and families. Common Wealth also uses interpreters to provide access to program instruction and materials when staff cannot meet a participant's language or communication needs directly. For example, Common Wealth connects with MMSD support staff to provide American Sign Language interpretation throughout the program when an intern's primary language is ASL. Additionally, all staff participate in ongoing training in trauma-informed care and implicit bias so that the team can adapt to changing community needs. This bilingual capacity, translated materials, and access to interpretation help students and families receive program information, instruction, mentorship, and support in the languages they use.

- 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.

Common Wealth Development uses a multifaceted approach to sharing program and application information with prospective interns, community partners, and other interested community members. Staff begin recruitment in January by distributing applications and program information through partner networks, neighborhood teams, school staff, and other community contacts. Staff share materials with MMSD staff, neighborhood and community contacts, Dane County Youth Justice staff, Dane County Neighborhood Intervention Program staff, and community-based organizations. They also conduct internal recruitment through Common Wealth's other youth workforce programs, Housing Operations, and Adult Workforce Development. In addition to direct outreach through referral networks, program information is included in newsletters, shared during network meetings, and posted on social media. Staff also connect directly with students through lunchtime recruitment sessions. During these sessions, staff distribute application materials, explain the program, and answer questions from interested students.

After applications open in January, facilitation staff begin conducting open interviews in February. Through the end of the application period, open interviews are offered at all four comprehensive high schools, at community-based locations, and virtually. Applications and open interviews for first-year interns continue through the end of March, giving interested students sufficient time to complete the required steps. Peer-leader applications open in January and close in February, with selections made by mid-February so that the five selected peer leaders can begin additional leadership training during the spring. Throughout recruitment, Common Wealth staff develop relationships with applicants and their families and learn about their interests, goals, and readiness for the program.

Common Wealth staff meet after recruitment closes to review the applicant pool against the eligibility and priority criteria. Staff first screen applicants for eligibility, including enrollment in MMSD or residence within the City of Madison, age eligibility, and submission of a complete application. Staff then review referrals, priority criteria, each applicant's readiness for the program's demands, summer availability and ability to meet attendance expectations, and open-interview responses concerning the applicant's interest and goals. Staff review the full applicant pool, which often contains substantially more applicants than available positions. After the 25 positions are filled, the remaining applicants are placed on a waitlist in case a selected applicant declines.

The WFYIP cohort is finalized by March 31, giving Common Wealth staff time to become familiar with the interns and their families. Each intern is assigned a Common Wealth staff mentor who initiates the intern's intake and onboarding. Staff begin communicating with each intern, guardian, and support network, when applicable, to answer immediate questions and review next steps. After an intern accepts a position, staff conduct a one-on-one intake to develop an in-depth understanding of the student's interests, what they hope to learn or develop through the program, and the goals they hope to accomplish by its conclusion.

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?

Interns participating in the Wanda Fullmore Youth Internship Program (WFYIP) may face barriers including limited transportation, language-access needs, responsibilities at home, and schedule conflicts. WFYIP is designed to address these barriers by building relevant support into the program. The internship is held at a central community location in Madison. Before the internship begins, staff work individually with interns to secure a free bus pass or, when one is not available, purchase a pass for the summer program. For off-site program days and field trips, staff either secure vans or work with interns to adjust their transportation plans.

In addition to addressing transportation and other logistical barriers, Common Wealth prioritizes hiring staff who are bilingual in Spanish and English or Hmong and English to deliver program content bilingually when needed based on the languages used by the intern cohort. This also allows staff to communicate with and mentor interns and families in their primary languages. When applicants identify language or communication-access

needs that Common Wealth staff cannot meet directly, Common Wealth secures interpretation or translation support through community partners.

Students who apply to WFYIP often balance competing priorities, and some report needing to use their program earnings to contribute to household income. Facilitation staff prioritize building strong relationships with interns and understanding each intern's broader circumstances so that support can be tailored accordingly. WFYIP offers an hourly wage, provides lunch each day interns work with Common Wealth, and provides bus passes and Chromebooks for use during the program. Providing these resources keeps these program-related expenses from falling on interns or their families.

Interns may also manage summer schedules that include other programs, family plans, and additional commitments. Staff review availability during recruitment and selection to confirm that applicants can meet the program's attendance expectations. Staff also communicate with interns before and during the program and coach them to report schedule conflicts early and meet attendance expectations throughout the summer.

Through mentorship, coaching, regular communication, and advance planning, Common Wealth staff help interns participate in and complete WFYIP. Together, these resources and community partnerships reduce barriers that could otherwise prevent Madison youth from participating.

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).

As discussed elsewhere in this proposal, WFYIP uses a recruitment process grounded in neighborhood-based and community-centered outreach. Staff share program materials with community partners, students, families, and the broader community. Program materials and applications are translated to support equitable access to program information. Open interviews are offered at MMSD school sites, community locations, and virtually, giving applicants multiple ways to connect with staff and complete the application process.

After selection, each intern meets with a member of the Common Wealth facilitation team to complete an individual intake. The conversational intake allows staff to learn about each intern's goals, interests, and questions about the program. Staff also learn about the student's learning and support needs and what they hope to accomplish through the program. Staff explain the upcoming steps and procedures as well. The intake is an early step in building relationships and establishing rapport before the summer program begins. Staff document each intake to support future referrals and ensure that the facilitation team has consistent access to relevant support information.

Staff guide interns through the hiring process, including completing the administrative steps required to join Common Wealth's payroll system, securing a work permit when applicable, and reviewing program policies and expectations directly with staff. During in-person onboarding sessions, interns and their guardians meet one-on-one with Common Wealth staff to complete these enrollment steps before intern orientation.

In May, all interns participate in orientation. This is the first opportunity for the entire cohort and facilitation team to meet as a group before the summer program begins. Staff, peer leaders, and first-year interns get to know one another, begin building relationships, and establish shared expectations for the summer. Engagement across application, selection, onboarding, and orientation welcomes interns into WFYIP and establishes a foundation for the nine-week program. Throughout these stages, staff communicate with interns and families in their primary languages using each family's preferred communication method. Coaching and mentorship begin when students are selected and continue through each stage of 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.,).

The Wanda Fullmore Youth Internship Program (WFYIP) operates across an 11-month planning, implementation, and evaluation cycle that culminates in a nine-week summer internship. Following the recruitment and selection processes described elsewhere in this proposal, staff move into intern onboarding and summer-program

preparation. Throughout April and May, Common Wealth staff complete intern onboarding, including employment paperwork, a review of program policies and expectations, and the cohort orientation. At the same time, facilitation staff complete intensive training for the summer, develop weekly and daily curriculum materials, finalize capstone-project sites, and onboard additional staff. The facilitation team comprises two Common Wealth staff members, including a facilitation lead and a second facilitator; two technical assistants who are typically graduate students in public policy, urban and regional planning, or a related field; and one program alum who has graduated from high school and assists with program logistics and facilitation. The technical assistants are typically selected in April and begin work in May, bringing technical expertise in urban planning to the capstone curriculum and assisting with general program facilitation. The program alum draws on firsthand experience as a WFYIP graduate to support the cohort and facilitation team.

The program begins for the youth in mid-June with a training week focused on becoming familiar with program expectations, building relationships with staff and other interns, learning about the capstone project and placement opportunities, and establishing norms for the summer. WFYIP operates in person Monday through Friday at community-based locations, with the Wil-Mar Neighborhood Center serving as the primary site. Additional locations include field-trip sites at City divisions and community locations and occasional program days at Madison Public Library's Central Library. Interns assigned to City departments or divisions also work at their designated placement sites. The weekly schedule is divided among the program pillars, with two days reserved for internship placements. The program concludes in mid-August with the capstone presentation.

Throughout the nine-week internship, interns participate in a professional-development series designed to support skill development as they complete the internship and make postsecondary education and career plans. Topics include resume development, interpersonal communication, financial literacy, financing postsecondary education, public speaking, an overview of government structure, and panels on postsecondary education and career pathways. Interns also hear from program alumni about their experiences in WFYIP and its longer-term effects. The professional-development series includes guest speakers from a range of professions in the Madison community who share firsthand professional knowledge with the intern cohort.

In addition to the professional-development series, all interns complete hands-on placements during the summer where they practice and demonstrate professional skills in workplace settings. Placements are either within a City department or division or through the Civic Engagement and Leadership (CEL) placement facilitated by Common Wealth Development staff. Through City placements, interns learn about the operations of individual departments, divisions, and offices, explore how they are interconnected and interdependent, and apply what they learn in these settings to the urban-planning capstone project. Interns are matched with departments based on their interests, long-term goals, and logistical needs, including transportation access, work environment, and age restrictions. Interns in the CEL placement develop a deeper understanding of the policy practices and structures that affect the City, its residents, and municipal operations. They explore how decisions are made, who holds decision-making authority, and how policy decisions affect residents, institutions, and City operations. CEL interns develop policy recommendations based on their research and present them alongside the larger urban-planning capstone project completed by the full cohort. They also learn about research methods, assessing source credibility and bias, and developing policy proposals, among other topics related to the area of focus.

Throughout the internship, the full cohort completes an applied urban-planning capstone project that culminates in a public presentation. Interns learn about urban planning, core considerations involved in redeveloping a parcel or area, and how to account for the needs of the surrounding neighborhood and community. They develop a proposal for reimagining the site, with particular attention to the perspectives and experiences of Madison youth. Interns study zoning, census-tract data, transportation access, existing community resources and strengths, and opportunities for improvement. They work collaboratively to develop a proposal based on their research and analysis. Interns also draw on their placement experiences to contribute firsthand knowledge about how individual departments interact with the capstone site. This model provides both individual and cohort-based experiential learning. At the conclusion of the summer, the cohort presents its final proposal to families, community stakeholders, placement supervisors, elected officials, and local leaders. The presentation demonstrates the skills and knowledge interns developed during the program and serves as the culminating capstone exercise.

Across each of these program pillars, interns receive supportive adult mentorship. Common Wealth staff identify and respond to support needs, monitor interns' progress through the program, and connect them with additional support or referrals based on their circumstances and goals. Staff provide consistent mentorship and build trusting one-on-one relationships with interns.

The program's peer-leadership model allows previous participants to return in leadership positions. Five returning participants form a peer-leader sub-cohort and continue building professional skills while gaining leadership experience by facilitating panel discussions, leading small-group exercises, and modeling program expectations for first-year interns. Peer leaders complete their own professional-development and leadership series before and during the summer, take on additional responsibilities, and provide peer-to-peer support. Each peer leader is

assigned a small group of first-year interns, creating an additional source of guidance from peers who have previously completed WFYIP.

Alongside the program's curriculum, placements, and mentorship, interns earn elective school credit for hours completed through WFYIP. Through the Madison Metropolitan School District's Experiential Learning Program, interns enroll for elective credit, and the credit requirements are incorporated into the internship schedule. Common Wealth also provides lunch each day interns work with Common Wealth staff. These elements support interns' academic and professional development and reduce practical barriers to participation.

At the conclusion of the program in mid-August, each intern completes an individual exit process to provide feedback on their experience, what they gained, and how Common Wealth could improve the program. Staff compile information from intern exit interviews, placement-supervisor interviews, and staff reflections in a comprehensive after-action report. The report documents program activities, strengths of the program, how interns responded to lessons and activities, and recommendations for future facilitation teams. The after-action report serves as a central planning tool for the following year, helping the team incorporate intern experiences and staff perspectives into annual program revisions.

- 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?

Common Wealth Development is prepared to serve students who live in the priority equity areas by using Common Wealth's recruitment process and district-wide outreach to reach youth across Madison. Although Common Wealth's primary office, located in the Marquette neighborhood near O'Keeffe Middle School, is not within an equity priority area, it is centrally located among the four comprehensive high schools and MMSD's innovative and alternative high schools. Common Wealth's southwest office, located in the Meadowood neighborhood near the Meadowood Neighborhood Center, is within a core priority area. Common Wealth's recruitment efforts prioritize selecting and supporting students who live in under-resourced neighborhoods, giving students with the greatest need access to the support offered through Common Wealth's programs. WFYIP participant data from 2024 indicate that participants lived throughout the city, with many residing in equity priority areas. Common Wealth's district-wide approach and community-based programming ensure that the program reduces access barriers and reaches students across Madison. WFYIP is primarily based at the centrally located Wil-Mar Neighborhood Center, providing a central program location for students from across MMSD. During onboarding, Common Wealth staff help students obtain a free summer bus pass through their school or purchase one when a free pass is unavailable. Before the program begins, staff work individually with students to map their bus routes or other transportation plans so they know where they are going, how they intend to travel, and how to contact staff if they need assistance. During intake and onboarding, Common Wealth staff meet students at school while school is still in session or at an accessible neighborhood location identified by the student.

- 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):		
Day of the Week	Start Time	End Time
Monday	10:00 AM	4:00 PM
Tuesday	10:30 AM	4:30 PM
Wednesday	12:00 PM	4:30 PM
Thursday	10:30 AM	4:30 PM
Friday	10:30 AM	4:30 PM
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:

To clarify in Table 1, the primary location for the program Monday through Thursday is Wil-Mar Neighborhood Center and the location varies on Friday to include Madison Public Library Central branch and field trip locations throughout the program.

Additionally, Tuesdays and Wednesdays each week are also placement days, on which a portion of the cohort works on-site at City of Madison departments or divisions, or at community-based locations on a schedule they've set with their site supervisor. There are a couple of placements that also work evening events or weekend hours, depending on student interest in those shifts and availability. Examples of these locations include Parks Alive events, community resource events, movies in the park, or other events through Traffic Engineering, Public Health of Madison and Dane County, Parks Division, Parks Alive, Warner Park Community Recreation Center, and others.

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.

The Wanda Fullmore Youth Internship Program (WFYIP) incorporates participating youth into each stage of program design, implementation, and evaluation, and their feedback informs this proposal. The experiences, feedback, and perspectives of youth and their families inform program-design decisions, implementation, and annual assessment. Interns provide ongoing feedback during check-ins with staff, including reflections on lessons, activities, and their progress. At the conclusion of the program, each intern completes an exit interview and exit survey documenting their experiences, skills they developed, and opportunities for improvement. Peer leaders complete an additional exit survey focused on their experiences as peer leaders, their contributions, key takeaways, and ways the program could improve support for peer leaders. Staff document participant reflections alongside staff observations so that participant experiences inform annual program revisions. Staff review intern feedback to identify themes, consider recommendations, and assess the program's effectiveness using intern feedback. This review process incorporates student voice and firsthand perspectives into decisions about how WFYIP develops and adapts to participants. Recommendations to expand specific topics, include more hands-on activities, or adjust facilitation are reviewed during evaluation and program planning. Informal youth feedback gathered during the program, exit interviews, and exit-survey data directly inform the ongoing development, implementation, and assessment of WFYIP.

- 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.

The Wanda Fullmore Youth Internship Program (WFYIP) was established by former City of Madison Mayor Paul Soglin in 2014 to honor Wanda Fullmore's legacy and 39 years of service in the Mayor's Office. The program was designed to provide Madison youth with placements in City departments and divisions, help them learn about municipal operations and processes, and create access to City employment. Common Wealth has continued to develop and refine WFYIP by adding community guest speakers and panels of local professionals and establishing an evaluation process that includes feedback from City staff supervisors during and after the program. Common Wealth staff work with department supervisors during planning to review program expectations, define supervisor and intern roles, confirm placement details, and address supervisors' planning needs before an intern is assigned. During the program, Common Wealth staff connect with department supervisors weekly to discuss placement progress and intern performance and provide coaching related to the placement. Staff also conduct mid-summer placement-site visits to observe intern work, meet individually with supervisors, and assess support needs. At the conclusion of the program, each department supervisor participates in a one-on-one exit interview about the department's experience serving as an intern host site. Supervisors provide feedback on the placement match, work completed by the intern, communication with Common Wealth, and any additional observations they wish to share. Staff

document supervisor feedback in the program report for use in future planning and to guide program revisions. Common Wealth uses supervisor feedback to align curriculum and activities with workplace expectations and needs. WFYIP also continues to be informed by consultation with City departments, divisions, and local supervisors so that the program reflects community priorities and economic opportunities. Feedback from placement supervisors and youth participants is an important component of program development, implementation, and ongoing assessment. Long-term relationships with other local youth-serving agencies help identify opportunities for collaboration and overlapping services so that WFYIP can address gaps and fit within the broader network of youth services. Staff document and review feedback from community stakeholders, incorporating community engagement into each stage of program implementation and review and helping WFYIP respond to the needs of local youth, families, the City of Madison, and the broader community.

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)?
Madison Metropolitan School District	School site access after school, room reservation support, and some support with sharing recruitment materials internally.	Varied across school sites. Andy Deremo for room reservations.	Yes
Public Health of Madison and Dane County	Placement partner for interns.	Veronica Figueroa Velez	No

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

Wanda Fullmore, Namesake of the program and occasional guest speaker, Letter of Support

How do these partnerships enhance this proposal?

These partner entities and individuals offer the program support, expertise, and a community-based approach to the Wanda Fullmore Youth Internship Program. Working with systems partners, community contacts, and other key stakeholders ensures the program is collaborative and responsive to both student and community needs. Common Wealth approaches all initiatives from a collaborative and community-based approach, and these partnerships enhance the service and support we're able to offer Madison youth.

What are the decision-making agreements with each partner?

Common Wealth makes program-related decisions but works with each partner to determine whether they have capacity to be a placement host site, a determination ultimately up to each site, and their individual support needs for the summer. As with any collaborative initiative, Common Wealth works diligently to steward the program as collaboratively as possible and with student support needs as the central consideration.

- 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?

Through the Wanda Fullmore Youth Internship Program (WFYIP), youth complete a structured professional-development series, connect with community professionals, build professional networks, receive adult mentorship, and earn wages throughout the nine-week program. WFYIP includes resources that support interns' professional development, academic progress, and overall well-being. Interns earn an hourly wage paid weekly, receive lunch each day they work with Common Wealth, receive assistance obtaining bus passes and technology needed for the program, and receive adult mentorship throughout the internship. The professional-development series covers resume development, interpersonal communication, teamwork, networking, public speaking, government structure, and civic engagement. Across its programs, Common Wealth prioritizes developing an understanding of each intern's broader circumstances, assessing referral needs, connecting interns and families with additional support, and identifying appropriate resources. Support may include internal referrals to Common Wealth's Housing Operations team, connections to community services, health and wellness resources, and other referrals based on a youth's or family's specific needs. Common Wealth draws on internal resources and its external partner network to comprehensively support students within Common Wealth's continuum of youth-serving programs.

In addition to the resources available through WFYIP, Common Wealth has established a structured continuum of youth programs that supports the long-term development of Madison youth and guides participants through progressively more advanced levels of knowledge and skill development that build confidence, develop independence, and advance postsecondary education and career plans. The Youth Business Mentoring Program often serves as the entry point for youth developing the foundational pre-employment skills needed for an initial experience in the workforce. The continuum builds into more specialized opportunities, including WFYIP, where participants deepen their skills and broaden their experience through the nine-week summer internship. Other opportunities in the continuum include the Youth Advisory Board (YAB) and connections to the Experiential Learning and Leadership Academy (ELLA). Through Common Wealth's partner network, and as staff relationships with participants extend through high school and beyond, staff can also identify additional programs and opportunities offered by partner and community organizations.

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.

Common Wealth measures WFYIP outputs primarily through the MIS/MOST database and through its secure internal database. Common Wealth staff track unduplicated participants, enrollment, attendance, program hours, and progress through the internship phases through these software. Staff record each participant's one-hour intake, the mandatory onboarding session, pre-summer orientation attendance, and any other support meetings held prior to the summer program commencing. Weekly attendance is documented in MIS/MOST to track hours worked and ensure compliance with attendance expectations throughout the nine-week program. Following the completion of the internship program, staff schedule a one-on-one exit meeting during which the participant completes a post-program survey and an exit interview. Staff use these materials to assess the knowledge participants retained, document their program experiences, and collect recommendations for improvement. Staff also complete an exit interview with each placement supervisor, and send a feedback survey to the participant's guardian.

- B. Program Outcomes

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

Common Wealth tracks participant enrollment and program data through the MIS/MOST data system and our internal secure database. These data and data sources reflect student participation in the program, completion of training hours, and progression to the job placement portion of the program.

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: 25 youth will complete the Wanda Fullmore Youth Internship Program.				
Performance Standard	Targeted Percent	85%	Targeted Number	22 of 25
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: MIS/MOST Enrollment and Attendance Data				
Methodology: The primary measurement tool will be enrollment and completion data, measured through the MIS/MOST system. Students enrolled in the program have weekly attendance tracked by facilitation team staff and reviewed by leadership staff. Students enrolled as compared to students completed will be reviewed at the point of program completion.				

Outcome Objective #2: 25 youth will complete at least 90 hours of summer programming.				
Performance Standard	Targeted Percent	85%	Targeted Number	22 of 25
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: MIS/MOST Enrollment and Attendance Data				
Methodology: Daily and weekly attendance will be tracked by on-site facilitation team into the MIS/MOST system. Additionally, interns are onboarded into the payroll system for weekly pay for the program. End of program reporting will track total number of hours interns worked throughout the program and be reflective in the final report upon program completion.				

Outcome Objective #3: 25 youth will enroll to earn MMSD school credit for their hours worked in the Wanda Fullmore Youth Internship Program.				
Performance Standard	Targeted Percent	85%	Targeted Number	22 of 25
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Experiential Learning Program Enrollment and Transcript Data				
Methodology: Common Wealth staff enroll all eligible students to earn elective school credit through MMSD's Experiential Learning Program for their hours worked in Wanda Fullmore Youth Internship Program. Common Wealth staff track hours worked in MIS/MOST and in our payroll system, report that information and successful completion of all program requirements (check-ins and final presentation), and students earn elective school credits upon program completion.				

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?

Common Wealth staff use data-tracking systems to document program activities, outcome measures, participant information, and participant demographics for the Wanda Fullmore Youth Internship Program (WFYIP). Common Wealth's secure internal database maintains participant and program-enrollment information and related administrative records, including work permits and enrollment forms. The database also serves as Common Wealth's secure electronic participant-file system, where staff maintain participant information and required digital records in accordance with contract and record-retention requirements. Staff also use MIS/MOST to track participant demographics and attendance and monitor progress toward program outcome measures. Together, these systems maintain the information needed for reference, reporting, and participant support during and after the program.

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 Lead - Youth Workforce		0.10 FTE - Required training in trauma-informed care,	Primary office (1501 Williamson Street), Wil-Mar Neighborhood

		pedagogy, implicit bias, fair housing, mental health first aid, and mandated reporting	Center, varied community locations, and MMSD high schools including the four comprehensive high schools, Madison East, Madison West, LaFollette, and Memorial High schools and the Innovative / Alternative schools.
Coordinator - Youth Workforce		0.35 FTE - Required training in trauma-informed care, pedagogy, implicit bias, fair housing, mental health first aid, and mandated reporting	Primary office (1501 Williamson Street), Wil-Mar Neighborhood Center, varied community locations, and MMSD high schools including the four comprehensive high schools, Madison East, Madison West, LaFollette, and Memorial High schools and the Innovative / Alternative schools.
Coordinator - Youth Workforce		0.35 FTE - Required training in trauma-informed care, pedagogy, implicit bias, fair housing, mental health first aid, and mandated reporting	Primary office (1501 Williamson Street), Wil-Mar Neighborhood Center, varied community locations, and MMSD high schools including the four comprehensive high schools, Madison East, Madison West, LaFollette, and Memorial High schools and the Innovative / Alternative schools.
Specialist - Subject		0.35 FTE - Required training in trauma-informed care, pedagogy, implicit bias, fair housing, mental health first aid, and mandated reporting	Primary office (1501 Williamson Street), Wil-Mar Neighborhood Center, varied community locations, and MMSD high schools including the four comprehensive high schools, Madison East, Madison West, LaFollette, and Memorial High schools and the Innovative / Alternative schools.
Specialist - Subject		0.35 FTE - Required training in trauma-informed care, pedagogy, implicit bias, fair housing, mental health first aid, and mandated reporting	Primary office (1501 Williamson Street), Wil-Mar Neighborhood Center, varied community locations, and MMSD high schools including the four comprehensive high schools, Madison East, Madison West, LaFollette, and Memorial High schools and the Innovative / Alternative schools.
Intern - Youth Workforce		0.20 FTE - Required training in trauma-informed care, pedagogy, implicit bias, fair	Primary office (1501 Williamson Street), Wil-Mar Neighborhood Center, varied community locations,

		housing, mental health first aid, and mandated reporting	and MMSD high schools including the four comprehensive high schools, Madison East, Madison West, LaFollette, and Memorial High schools and the Innovative / Alternative schools.
Director - Workforce Development		0.30 FTE - Required training in trauma-informed care, pedagogy, implicit bias, fair housing, mental health first aid, and mandated reporting	Primary office (1501 Williamson Street), Wil-Mar Neighborhood Center, varied community locations, and MMSD high schools including the four comprehensive high schools, Madison East, Madison West, LaFollette, and Memorial High schools and the Innovative / Alternative schools.

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

Volunteers who sign-up to support Common Wealth programs undergo background checks when they sign up, regardless of prior participation. Volunteers receive confirmation of their assignment, including logistical details, staff contact information, and any required follow-up. Common Wealth staff provide the information volunteers need for the program session in which they will participate, including group size, role expectations, and the staff support available during the session. During any program session involving volunteers, Common Wealth staff remain present to supervise the activity, respond to questions or support needs, and support students and volunteers throughout the session. This supervision keeps students under the direct oversight of Common Wealth staff and gives volunteers access to staff assistance throughout the activity.

- 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.

Common Wealth brings more than three decades of direct experience designing, implementing, and refining youth workforce development initiatives. This institutional knowledge provides the capacity to continue the work and tested practices for addressing challenges specific to youth employment and mentorship. WFYIP uses a curriculum refined through years of implementation and participant feedback. The curriculum integrates professional-development skills, post-secondary planning, career exploration, urban-planning topics, teamwork, interpersonal communication, public speaking, networking, and student-support and mentorship practices.

Common Wealth's team includes staff with experience in program content, career coaching, youth pedagogy, and responsive mentorship practices. Staff complete ongoing training in trauma-informed care, positive youth development frameworks, implicit bias, Mental Health First Aid, cultural humility, and other relevant areas as needs arise. Staff also maintain technical knowledge of professional-development content and the urban-planning curriculum, helping ensure that instruction is accurate, relevant, and applicable to the work interns complete

Common Wealth recognizes that a young person's ability to participate can be affected by household stability. WFYIP draws on Common Wealth's broader internal services to connect families with additional assistance when needed. This may include referrals to Housing Operations, Adult Workforce Development, or other services as needs are identified

Common Wealth staff maintain relationships with City departments and divisions, placement supervisors, community professionals, and local organizations. These relationships support internship placements, guest speakers, professional networking, referrals, and other program activities. Beyond its placement relationships, Common Wealth maintains formal and informal partnerships with organizations throughout the community. This network provides additional sources of referrals, assistance, and continued participant support. Together, Common Wealth's operational experience, internal services, placement relationships, and community partnerships provide the program infrastructure needed to support interns' participation, learning, and professional development.

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.

B. Disclosure of Contract Failures, Litigations

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

APPLICATION FOR 2026 EMPLOYMENT AND CAREER DEVELOPMENT SERVICES PROGRAMS

1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	Common Wealth Development
Mailing Address	1501 Williamson St., Madison, WI 53703
Telephone	608-256-3572
FAX	
Director	Justice Castañeda
Email Address	Justice@cwd.org
Additional Contact	Ashley Hoeft - Director of Economic Development
Email Address	Ashley.h@cwd.org
Legal Status	Private: Non-Profit
Federal EIN:	39-1323500

2. PROPOSED PROGRAMS

	2027		If currently City funded	
Program Name:	Letter	Amount Requested	2026 Allocation	Joint/Multi Application - SELECT Y/N
Wanda Fullmore Youth Internship	A	\$95,000	\$95,000	No
Contact:	Justice Castañeda Justice@cwd.org			
Youth Business Mentoring	B	\$80,000	\$70,000	No
Contact:	Justice Castañeda Justice@cwd.org			
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$175,000		

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 cost

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 Percent	POVERTY Percent	R/POV** Percent
TOTAL	6	100%	30	100%			
GENDER							
MAN	3	50%	10	33%			
WOMAN	3	50%	18	60%			
NON-BINARY/GENDERQUEER		0%	2	7%			
PREFER NOT TO SAY		0%		0%			
TOTAL GENDER	6	100%	30	100%			
AGE							
LESS THAN 18 YRS		0%		0%			
18-59 YRS	6	100%	30	100%			
60 AND OLDER		0%		0%			
TOTAL AGE	6	100%	30	100%			
RACE							
WHITE/CAUCASIAN	5	83%	13	43%	80%	67%	16%
BLACK/AFRICAN AMERICAN		0%	6	20%	7%	15%	39%
ASIAN		0%	3	10%	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	1	17%	8	27%	1%	2%	28%
TOTAL RACE	6	100%	30	100%			
ETHNICITY							
HISPANIC OR LATINO	1	17%	11	37%	7%	9%	26%
NOT HISPANIC OR LATINO	5	83%	19	63%	93%	81%	74%
TOTAL ETHNICITY	6	100%	30	100%			
PERSONS WITH DISABILITIES	0	0%	1	3%			

*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.

6. Does the board composition and staff of your agency represent the racial and cultural diversity of the residents

you serve? If not, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER)

Common Wealth Development's staff reflects much of the racial and cultural diversity of the youth served through the proposed programs, although representation is uneven and the board does not yet reflect that diversity to the same degree. Across YBMP and WFYIP, approximately 39% of participants are Black, 22% are white, 9% are Asian, 25% are identified as Balance/Other, and 28% are Hispanic or Latino. Common Wealth's staff is 20% Black, 43% white, 10% Asian, 27% Balance/Other, and 37% Hispanic or Latino. The staff closely reflects participant representation in several categories and includes a substantially higher percentage of people of color than Madison's general population. At the same time, Black youth make up a larger share of program participants than Black employees, while white employees make up a larger share of staff than White program participants.

Common Wealth's board is currently 83% white and does not adequately reflect the racial diversity of participating youth and families. Addressing this gap is a board-development and organizational priority. Common Wealth's plan is to use demographic and lived-experience considerations in board recruitment and succession planning; expand candidate outreach through neighborhood, program-alumni, family, and community-partner networks; and regularly review whether board and staff composition reflects the people most

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2025

4

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

4

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

6 to 18

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

Name	Connor Sabatino			
Home Address	1112 Spaight St. Madison, WI 53703			
Occupation	Attorney			
Representing				
Term of Office	2 Years	From:	06/2025	To: 05/2027
Name	Benjamin LeRoy			
Home Address	337 Kensington Dr., Madison, WI 53704			
Occupation	Self-Employed Freelance Editor			
Representing				
Term of Office	2 Years	From:	06/2025	To: 05/2027
Name	Vanessa Kuettel			
Home Address	1630 Fordem Ave., #209, Madison, WI 53704			
Occupation	Attorney			
Representing				
Term of Office	2 Years	From:	06/2025	To: 05/2027
Name	Jocelyn Acuna			
Home Address	2702 International Ln., #111, Madison, WI 53704			
Occupation	Accountant			
Representing				
Term of Office	2 Years	From:	06/2025	To: 05/2027
Name	Robert Paolino			
Home Address	825 Troy Drive, Madison, WI 53704			
Occupation	Senior Legislative Analyst			
Representing				
Term of Office	2 Years	From:	06/2025	To: 05/2027
Name	Beth Welch			
Home Address	552 Troy Drive, Madison, WI 53704			
Occupation	Social Worker			
Representing				
Term of Office	2 Years	From:	06/2026	To: 05/2028
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

AGENCY GOVERNING BODY cont.

Name

Home Address

Occupation

Representing

Term of Office

From:

mm/yyyy

To:

mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

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To:

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Term of Office

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To:

mm/yyyy

****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	148,500		148,500				
UNITED WAY DANE CO	0						
CITY CDD (This Application)	175,000	95,000	80,000				
City CDD (Not this Application)	0						
OTHER GOVT*	0						
FUNDRAISING DONATIONS**	328,926	168,959	159,967				
USER FEES	0						
TOTAL REVENUE	652,426	263,959	388,467	0	0	0	0

*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	338,222	73,440	80,038	23,500	258,184	49,940							
Taxes/Benefits	95,956	20,554	24,007	6,500	71,949	14,054							
Subtotal A.	434,178	93,994	104,045	30,000	330,133	63,994	0	0	0	0	0	0	0
B. OTHER OPERATING													
Insurance	3,667	0	903		2,764								
Professional Fees/Audit	45,705	6,006	17,166		28,539	6,006							
Postage/Office & Program	6,026	0	4,046		1,980								
Supplies/Printing/Photocopy	1,055	0	260		795								
Equipment/Furnishings/Depr.	0	0											
Telephone	3,859	0	1,037		2,822								
Training/Conferences	353	0			353								
Food/Household Supplies	20,000	0	18,000		2,000								
Travel	4,700	0	2,200		2,500								
Vehicle Costs/Depreciation	0	0											
Other	806	0	198		608								
Subtotal B.	86,171	6,006	43,810	0	42,361	6,006	0	0	0	0	0	0	0
C. SPACE													
Rent/Utilities/Maintenance	5,917	0	3,944		1,973								
Mortgage Principal/Interest	0	0											
Depreciation/Taxes	0	0											
Subtotal C.	5,917	0	3,944	0	1,973	0	0	0	0	0	0	0	0
D. SPECIAL COSTS													
Assistance to Individuals	126,160	75,000	112,160	65,000	14,000	10,000							
Partner/Joint Agency/Agencies	0	0											
Contractors/Subcontractors	0	0											
Pymt to Affiliate Orgs	0	0											
Other	0	0											
Subtotal D.	126,160	75,000	112,160	65,000	14,000	10,000	0	0	0	0	0	0	0
TOTAL (A.-D.)	652,426	175,000	263,959	95,000	388,467	80,000	0	0	0	0	0	0	0

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

	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027
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
Program Lead - Youth Workforce	0.10	0.90				1.00	57,000	17,128	74,128	27.40	18,994
Coordinator - Youth Workforce	0.35	0.65				1.00	51,170	16,535	67,705	24.60	15,000
Coordinator - Youth Workforce	0.35	0.65				1.00	48,880	15,325	64,205	23.50	15,000
Coordinator - Youth Workforce	0.00	1.00				1.00	50,960	15,495	66,455	24.50	22,500
Coordinator - Youth Workforce	0.00	1.00				1.00	49,920	16,408	66,328	24.00	22,500
Specialist - Subject (13)	0.35					0.35	43,686	1,851	45,537	21.00	0
Specialist - Subject (13)	0.35					0.35	43,686	1,851	45,537	21.00	0
Intern - Youth Workforce (10)	0.20	0.53				0.73	45,753	3,476	49,229	22.00	0
Intern - Youth Workforce (10)		0.53				0.53	41,600	2,564	44,164	21.00	0
Director - Workforce developme	0.30	0.30				0.60	95,000	15,181	110,181	55.48	0
Executive Director	0.10	0.10				0.20	115,400	21,417	136,817	45.67	0
Finance Director	0.02	0.02				0.04	85,400	18,366	103,766	41.06	0
Coordinator - Administration and	0.02	0.20				0.22	60,000	15,783	75,783	28.85	0
Specialist - Administration and F	0.02	0.02				0.04	44,700	4,257	48,957	21.50	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
SUBTOTAL/TOTAL:	2.16	5.90	0.00	0.00	0.00	8.06	833155.00	165637.00	998792.00	401.56	93994.00

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.**

	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026
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
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						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:	2.16	5.90	0.00	0.00	0.00	8.06	833155.00	165637.00	998792.00	401.56	93994.00

*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	Wanda Fullmore Youth Internship	PERSONNEL	30,000
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	65,000
		TOTAL	95,000
B	Youth Business Mentoring	PERSONNEL	63,994
		OTHER OPERATING	6,006
		SPACE	0
		SPECIAL COSTS	10,000
		TOTAL	80,000
C	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			175,000