



## Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

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

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. **Do not attempt to unlock or alter this form.** Font should be no less than 11 pt.

If you have any questions **related to the content of the application**, please contact: Hugh Wing – [hwing@cityofmadison.com](mailto:hwing@cityofmadison.com) or Yolanda Shelton-Morris – [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com)

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 Jen Stoiber – [jstoiber@cityofmadison.com](mailto:jstoiber@cityofmadison.com)

Legal Name of Organization:	Common Wealth Development	Total Amount Requested:	\$ 155,000
Program Name:	Youth-Business Mentoring Program		
Program or Activity are you Applying for:	<input checked="" type="checkbox"/> Youth Employment Services (ages 14-21) <input checked="" type="checkbox"/> Youth Employment & Training <input type="checkbox"/> Wanda Fullmore Youth Internship Program <input type="checkbox"/> Young Adult Employment Services (ages 18-26) <input type="checkbox"/> Adult Employment Services (18+)		
Contact Person:	Justice Castaneda	Email:	justice@cwd.org
Full Address:	1501 Williamson Street, Madison, WI 53703	Telephone:	(608) 256-3527
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	

## **Organizational Qualifications:**

1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

Common Wealth Development (CWD) has been supporting youth and their families in Madison since the pilot program of the Youth-Business Mentoring Program at East High school in 1991, and now operates in partnership with all Madison Metropolitan School District high schools, particularly the four main campuses (Madison East, Madison West, LaFollette, and Memorial High schools). With over a thirty-year history of supporting the Madison and Dane County communities, Common Wealth Development has developed a comprehensive and holistic approach to supporting youths' entry into the workforce that is dynamic and flexible to best meet their needs and offer a pathway into the workforce that is accompanied with mentorship and learning opportunities throughout. Since the inception of Common Wealth's youth workforce programs, we have diligently and concertedly supported BIPOC and LGBTQIA+ community members, prioritizing them and other marginalized youth in the community. Common Wealth successfully does this work by improving youths' access to resources, promoting their personal growth and development, serving as a conduit to employment and financial education resources, and providing a network of support for youth and their families.

Common Wealth Development's network of Youth Workforce Development programs offer an entrée into a continuum of options, each designed and tailored to meet youth where they are and to walk alongside them as they enter the workforce, developing the preliminary and foundational skills for them to build on as young adults. Common Wealth Development has been leading this pivotal work throughout Dane County, consistently aiming to pilot new and innovative programs, developing alternative options within existing programs, all while seeking new opportunities for continued growth. In partnership with other community organizations and systems partners, our work has culminated in the dynamic portfolio of workforce development programs offered in the Madison-area community. By leveraging our networks of community partners, and Common Wealth's housing work within low-income communities in Madison, we are uniquely positioned to connect directly with youth who face significant barriers to employment.

2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.

Common Wealth Development specifically prioritizes working with individuals who identify as BIPOC, LGBTQIA+, are from low-income households and who have previously experienced, or are currently experiencing significant barriers to employment. Common Wealth has several avenues of engagement in connecting and building relationships with this group of community members, one being through the other Common Wealth program areas, such as our Adult Workforce Development programs and our low-income housing portfolio. Through all our programs and initiatives, Common Wealth staff build trusting and lasting relationships with individuals and families working towards stabilization while supporting them in accessing needed resources. Another network Common Wealth participates in and utilizes in building and maintaining trusting relationships is the network of community and school-based social workers and support staff who work with youth and their families and can refer students to the appropriate programs. With this method of maintaining consistency and utilizing a strong interconnected net of professionals with the shared goal of supporting youth, Common Wealth can provide comprehensive and individualized supportive services tailored to meet the needs of families.

Through partnerships and external supports, Common Wealth also engages youth through in-person and virtual recruitment within Madison Metropolitan School District (MMSD) and the Youth Employment Network (YEN). Staff

maintain a consistent presence in the four major high schools, develop relationships with school staff, and provide ongoing opportunities for relationship-building between program sessions. Common Wealth's involvement in the development of YEN and consistent presence in meetings, regular and mutual referrals to partner organizations in pursuit of supporting BIPOC, LGBTQIA+, and youth experiencing barriers also allows for a community of practice of supportive relationships, and ensures seamless and similarly oriented support that best meets the needs of youth. Each of our Youth Workforce program options begins with a recruitment phase that incorporates a one-on-one intake, where an in-depth conversation around overall family stability and household needs is included, so that staff may develop a thorough understanding of the youth participant's life. Common areas of need that affect the overall success of our youth participants include academic tutoring, housing stabilization, mental health services, childcare assistance and resources for other family members. Utilizing the internal programs offered by Common Wealth and connections with external partners, referrals can be made to connect youth and families to additional services. Through our Youth Workforce programs, we offer a continuum of options to support the long-term growth and development of BIPOC, LGBTQIA+, low-income and court-involved youth, and meet them where they are to foster long-term relationships. Whether a youth begins their work with CWD at the beginning of that continuum or later on, they're met with comprehensive support and mentorship from Common Wealth Youth Workforce staff, and an intentional array of supportive services that provide space for the youth to focus on their development, skill attainment, and future goals. Through 31 years of engaged dialogue with communities throughout Madison, Common Wealth Development has become a pillar within the communities we engage with and has developed lasting and authentic connections to the youth and families in the Greater Madison-area.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

Common Wealth Development staff are required to demonstrate fluency in racial justice, systemic and inter-generational racism, and health and gender inequities. In conjunction with university faculty and educational researchers around the US, Common Wealth's leadership has created an internal professional development series as part of our Racial Justice and Health Equity framework. Common Wealth Development staff, across sections and roles are required to have a foundational level of understanding of racial equity and social justice, the relationship between violence prevention and health equity, and systemic and intergenerational racism. Staff are expected to be able to demonstrate an understanding of the historical context of those issues and how they have impacted the families that live in the community today, and how this history reifies barriers to educational and economic success. for the people Common Wealth works in solidarity with. Specific to the Youth Workforce Development section, all staff are expected to complete trainings on trauma-informed care practices, critical pedagogy, culturally responsive leadership and supervision, and best practices for working with youth in educational settings. Youth Employment staff are required to have experience working with youth in an instructional capacity, and experience working with people from low-income households and racially diverse backgrounds.

Common Wealth staff in supervisory or management roles are required to maintain their professional growth through ongoing and regular professional development trainings as well. Supervisors and management staff complete development trainings on topics including management principles and techniques, reporting and nonprofit management technical skill trainings Common Wealth is invested in the development of our managerial staff, and have paid for managers and directors to attend continued education at local colleges and universities, including the Social Innovation and Sustainability Leadership Graduate Certificate at Edgewood College and the Mid-Level Management Certificate offered through UW-Madison.

YBMP serves as a workforce incubator for entry-level youth workers interested in learning best practices in youth workforce development, youth training and potentially in conventional educational spaces. The YBMP curriculum is

delivered through team-teaching model, with a “Lead” and “Follow.” Common Wealth Youth Workforce staff new to their roles start their training by learning the YBMP program curriculum and serving as a “Follow”. YBMP acts as the foundational building block from which Youth Workforce staff develop their facilitation skills, mentorship strategies, pedagogical prowess and, as their experience is refined, move into the “Lead” facilitation roles in increasingly rigorous and demanding Common Wealth Youth Workforce programs, such as the Wanda Fullmore Youth Internship Program and/or the Program for Entrepreneurial and Agricultural Training.

The curriculum and training materials for the Youth Business Mentoring Program (YBMP) were developed with the support various financial institutions and in partnership with Brandi Grayson. Common Wealth’s Executive Director is a researcher and lecturer at the University of Wisconsin, specializing in Urban and Regional Planning, Public Finance and Municipal Governance, with over 15 years' experience in curriculum design and instruction. The Executive Director works closely with the Workforce Development Manager to tailor the YBMP curriculum and training materials to the specific project selected for each cohort. All Common Wealth Staff involved with YBMP are required to complete a curriculum review prior to facilitating the program and to complete a training series specific to critical pedagogy, best practices for working with youth in an educational setting, and culturally responsive leadership and supervision.

### **Partnerships, Collaboration & Coordination**

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.

a. Organizations and groups that work with youth, young adults and/or adults.

Common Wealth Development is a founding and participating member of the Youth Employment Network as well as the Steering Committee for the Youth Employment Network, a collective of Madison area nonprofit and youth or community-serving organizations working to develop and build up the community together. The Youth Employment Network of Greater Madison was formed under the leadership of Briarpatch Youth Services, Common Wealth Development, Goodman Community Center, and Operation Fresh Start in 2016, and was opened to all youth employment service organizations in 2017 to more effectively serve the community. The group’s vision consists of a continuum of complementary and culturally responsive programs and services designed to meet the needs of youth and our workforce. By capitalizing on the unique strengths of each agency and its collaborative partnerships within the broader youth employment service network, the group is able to offer a wide array of programs suited to the interests and abilities of youth. Common Wealth Development also partners with Goodman Community Center, another YEN organization, to support our joint efforts in building up the youth workforce, providing youth with the social, emotional, and employment skills necessary to thrive and pursue their postsecondary educational, employment, and career goals. Common Wealth also has an ongoing relationship with Operation Fresh Start, through a standing internal policy to prioritize OFS in the completion of rehabilitation and construction projects supporting our low-income housing portfolio and commercial properties.

A long-term partner in coordinating and executing the Youth-Business Mentoring Program has been the Madison Metropolitan School District (MMSD). Through their main high school campuses as well as the subsets of smaller innovative and alternative schools, MMSD has partnered with Common Wealth in this work since the pilot initiative at East High school in 1991. Common Wealth staff have worked diligently over the last 30 years to develop strong and trusting relationships with school staff and the youth and families within those school communities. In 2020, Common Wealth partnered with MMSD to facilitate the Experiential Learning Program (ELP) across the district. Students enrolled in ELP select between two tract options: Work Based Learning (WBL) and Youth Apprenticeship (YA). WBL students are eligible to earn elective credits at school for working their part-time jobs and reflecting on the skills they develop through that experience. YA students select a specific pathway that they would like to pursue, enroll in related coursework, and complete similar reflections on their skill development at their apprenticeship placement.

Common Wealth staff conduct weekly in-person office hours at each high school campus: Madison East, Madison West, LaFollette, and Memorial High schools.

Through the MMSD Experiential Learning partnership, Common Wealth staff have been deliberate about supporting students at two small innovative alternative programs, East High school's Transition Academy and LaFollette High school's Grad Academy. Both programs aim to support students who are severely off-track from MMSD's graduation standards to recoup credits and improve grades. We work with students in a small and individualistic learning environment. Common Wealth has also offered very tailored trainings for students at both the School-Aged Parenting Program (SAPAR), a subset of Capital High within MMSD, and with the GED Option#2 program. Each program provides support to marginalized youth to successfully maintain and achieve their educational goals. SAPAR offers youth who are parenting or pregnant a learning environment that allows youth to continue their learning while having childcare and parenting education onsite. The GED Option #2 program provides a small cohort of students with a school site that supports them in getting qualified to enroll and complete their GED test, and to graduate on time with their class. Common Wealth staff support the students in these programs by providing additional support through one-on-one guidance, regular attendance in scheduled program class time, and the utilization of more dynamic and alternative assignments.

Specific to both YBMP and our Program for Entrepreneurial and Agricultural Training (PEAT), Common Wealth works in partnership with Neighborhood Food Solutions to employ and support youth who have a passion or interest in learning more about food systems, urban agriculture, and access to healthy food to learn on-the-job skills related to those pathways. Graduates of the YBMP two-week training can opt to participate in PEAT as their job placement and gain specific experience in the agricultural pathway. Students who select PEAT as their job placement complete an eight-week hands-on experiential learning job placement, working on a farm and completing coursework on topics such as food systems, healthy food preparation, marketing and economics, and an analysis of the systems that impact access to healthy food for marginalized communities. While not a requirement for participation, YBMP also serves as a critical recruitment tool for the Wanda Fullmore Youth Internship Program, provides youth opportunities to apply what they learn in YBMP to assist their participation with WFYIP.

- b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

Summit Credit Union, a longtime partner, provides financial empowerment education youth need to make independent and informed financial decisions. Summit Credit Union provides guest speakers during the program to educate youth about the basics of saving and budgeting, review financing options available to students for their post-secondary plans, options available for opening a bank account, and how to access resources for future education or reference. Summit Credit Union staff make themselves readily available for program participants to access beyond program time and share a plethora of resources for students to refer to at any time.

We also partner with a broad array of community organizations and small businesses that prioritize and hire our students. One of our partner organizations is Madison Children's Museum, who employ youth each summer as part of a cohort, teaching youth the on-the-job skills necessary for the role, and offering supported employment for the duration of the summer. If the youth enjoy their job and excel in the role, Madison Children's Museum will, when possible, present an offer for the youth to stay beyond the summer as well. Another example within our network of employer partners is Potter's Crackers. Potter's Crackers, located in one of CWD's small business incubators, prioritizes hiring youth from our programs, supporting youth and ensuring they have a positive first work experience.

- c. Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

In addition to the organizations listed above including Madison Metropolitan School District, the Youth Employment Network and more specifically Goodman Community Center and Operation Fresh Start, who specifically focus on working with people from low-income households, women, immigrants, individuals who identify as BIPOC and/or LGBTQ+ community members, Common Wealth Development is a member of the Dane County Youth Provider Network, chaired and organized by Heather LeMonds and staffed by various Dane County social workers. The group meets monthly to touch base about programmatic updates, upcoming opportunities, and key items the whole group can benefit from knowing. Common Wealth attends all of these meetings and provides the group with updated program information so youth involved in the network of social workers can have access to upcoming programs.

2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

The organizations and systems partners that Common Wealth collaborates with are largely the same organizations we intend to continue to partner with to coordinate services and continue to promote the overall growth and development of the youth workforce in Madison. Common Wealth has partnered with Madison Metropolitan School District to facilitate the Experiential Learning program, and their continued support of all our program initiatives will be a vital facet of the success of our recruitment efforts and program aims moving forward. Similarly, Common Wealth's continued commitment to the Youth Employment Network and its member organizations' missions allows for each organization to promote one another's aims and limit overlapping service opportunities.

### **Program Design**

1. Describe the organization's program and proposed service delivery plan including recruitment and selection of participants, individual assessment process, anticipated number to be served, who will be served, duration, location, and goals.

[Program Description] The Youth-Business Mentoring Program (YBMP) provides employment and financial education, unique job placements for on-the-job experiential learning, and mentorship to low-income and at-risk teens, ages 14 to 18. As our flagship program and the core curriculum for all our other youth employment programs, YBMP provides the foundational training from which we build on as a young person grows and matriculates through our programming. The dynamic curriculum offers ample room for programmatic flexibility and the opportunity for staff to tailor lessons specifically to the youth in each respective section. YBMP provides youth with the foundational skillset and progresses with increasing rigor building youth's capacity for self-efficacy and overall confidence. To promote the long-term development and success of Madison's youth, Common Wealth established a structured continuum that supportively guides a youth through the levels of knowledge and skill acquisition needed to slowly build to independence after graduation. Since its pilot program at East High school in 1991, the Youth Business Mentoring Program is the foundation and entry point for the continuum, leading to what is grown from that foundation into more specialized and rigorous programs including the Program for Entrepreneurial and Agricultural Training (PEAT), the Wanda Fullmore Youth Internship Program (WFYIP) and the Experiential Learning and Leadership Academy (ELLA). Moreover, through Common Wealth's commitment to our network partnerships, over the course of our relationship with youth we can identify other programming and opportunities for youth with other partnering and community organizations.

[Logistics, Duration & Location] Common Wealth offers eight training sessions per school year, one per semester onsite at Madison East, Madison West, Memorial, and LaFollette High schools. Youth participating in YBMP participate in pre-employment trainings designed to develop the hard and soft skills necessary to be successful at their first part-time job. Youth learn about and practice their professional communication skills, conflict resolution strategies, effective customer service practices, and key appropriate workplace behaviors all in a supportive environment. Appropriate workplace behaviors include timeliness, professional communication, seeking and being open to workplace feedback, and the importance of being an exceptional employee who takes initiative and sets goals for improvement. Youth are exposed to various guest speakers and volunteers from around the Madison-area, each with a goal of providing a space for skill development and reflection. Each of these opportunities is an exercise for youth to engage with members of their community, practice the skills they have been learning during the program while growing their network, and get feedback about ways to continue their growth and development. In total, youth are exposed to 15 hours of instruction and support during the orientation and training portions of YBMP, before moving into the job placement process. The extensive time youth spend with program staff leading up to and during training ensures they have had the opportunity to develop trusting relationships with Common Wealth staff, which will aid in the latter portion of one-on-one mentorship and support.

The initial week of YBMP training sessions begins with in-depth lessons on personality assessments and personal branding. Youth complete a quiz that indicates suggested careers well-suited to their personality and spend some time learning more about the specifics of that pathway, including education requirements, average pay, typical duties, and any other relevant details to the role. This career exploration exercise exposes youth to available careers they may not have been aware of, offers insight into the specifications of each youth's preferences, and provide resources for where to locate the information if they would like to learn more. Youth participate in a career panel through which they can speak one-on-one with local Madison professionals to hear about how they came to work in their field and recommendations for those who are just beginning to develop their professional tract. After learning about the career options available to them, youth hear from Summit Credit Union guest speakers about the basics of financial literacy, budgeting, credit scores, and how to access resources to make independent financial decisions. Common Wealth staff continue the financial literacy education with lessons on the risks associated with payday lenders and a hands-on budgeting exercise to practice the skills and knowledge learned.

Moving into the second week of training, youth begin to learn about the specifics of successfully completing a job application, the basics of creating a resume and cover letter, and how to conduct any follow-up communication necessary to secure an interview. Chocolate Shoppe provides a hands-on customer service lesson where youth role play and practice their customer services skills, receive feedback, and bond as a group before moving into their preparations for mock interviews. To conclude the training, youth are trained to effectively answer interview questions, practice with peers, and interview with a local professional as their capstone exercise. Mock interviews are the final opportunity for youth to practice their soft skills and get real-time feedback from a local professional about areas for improvement going into an actual interview experience. The final day of training is a graduation and celebration event to award students their certificates and assign each to a Common Wealth mentor, who will support them for the duration of their enrollment in YBMP.

Youth in the program will also be earning \$10 per day of training, totaling a \$100 stipend upon program graduation. Offering a training stipend to the youth demonstrates the importance and value of developing the hard and soft skills necessary for navigating and being successful within the workforce. YBMP supports youth in developing and demonstrating appropriate workplace behaviors, gaining private sector employment, retaining employment for at least four months or for the duration of a seasonal job placement, developing financial literacy skills, and pursuing personal goals with the help of a supportive mentor.

Upon completion of the training portion of YBMP, youth work individually with their mentor, one of the program facilitators, to determine the best plan for that youth to enter the workforce. Some youth opt to wait for a short period before seeking employment, while others are ready to start applying as soon as they've completed the training, and on either timeline receive regular contact and support from their mentor. Once the youth is ready to apply for a job, their mentor assesses appropriate options for their specific circumstances, including transportation and location needs, the type and size of businesses of interest to the youth, available rates of pay and schedule options, and opportunities for growth within the company. Staff will present the job opportunity to the youth and assist them in completing the application, scheduling and practicing for the interview, and conducting any follow-up communications necessary before being hired. Through participation in YBMP, youth are also supplied with a work permit, if they are under sixteen years-old so that they can begin working. After the youth begins working at their job, their mentor sets a schedule of regular check-ins at a frequency and in a format that works for that student. This mentorship will continue for four months, to ensure that the youth is supported in the transition of entering the workforce and the job placement is a good fit for them. The mentor also completes regular check-ins with their work supervisor to ensure the employer feels supported and that the youth is demonstrating appropriate workplace behaviors. Common Wealth's comprehensive model of consistent communication ensures a successful job placement for both the youth and employer.

As part of Common Wealth's partnership with Madison Metropolitan School District (MMSD) on the Experiential Learning Program, all YBMP participants are enrolled to earn elective credit for the jobs they are placed in through this program. Common Wealth staff complete the Education and Training Agreement with students and set goals for their work experience upon being hired by their placement. YBMP mentors already complete regular check-ins with both the youth and the employer, meeting the primary requirements for the Experiential Learning program, by having regular reflection points on the student's skill development and maintaining an up-to-date timesheet of hours worked by the end of the semester. Mentors can also leverage their existing relationship with the student to complete the final reflection assignment and refer students to additional pathway options within either the Experiential Learning program at MMSD, or to other Common Wealth Youth Workforce continuum programs. At the youth's four-month anniversary date at their job, their mentor schedules a one-on-one exit meeting with them to complete the post-quiz assessment, an anonymous feedback survey, and an in-depth exit interview. The exit materials are collected as measures indicating knowledge the students retained throughout the program, reflections on their experience in the program, and recommendations for improvement. Feedback surveys are also sent to the youth's parent or guardian and any care team supports involved in the youth's success. Common Wealth staff also reach out to the youth's employer to gather workplace feedback on the youth's performance and any areas they identify as opportunities for the youth to continue their growth.

[Anticipated Number to Serve & Target Population] YBMP serves 96 Madison-area youth between the ages 14-18 years-old as they develop their employment and financial literacy skills, build confidence, and successfully complete a part-time job placement. YBMP prioritizes supporting youth who identify as BIPOC, LGBTQIA+, youth who have experienced or are currently experiencing significant barriers to employment including experiencing homelessness, pregnancy or parenthood, having residency in a NRT-designated neighborhood, qualifying for free or reduced lunch at school, and/or involvement with the foster care, child welfare, or juvenile justice systems.

[Recruitment & Selection] Recruitment for YBMP is done both virtually and in-person at the respective school holding the training session. Two weeks prior to an upcoming program session at one of the high schools, Common Wealth staff advertise the upcoming application meetings in advance with neighborhood center staff, Madison high school staff, social workers, representatives of MSCR, the Dane County Youth Resource Network Listserv, the Latino Support Network Listserv, and the Dane County Neighborhood Intervention Program staff to generate awareness in the community and begin receiving referrals from our various community partners. We also send notification flyers to

youth in the appropriate age group who applied to YBMP in the past but were not accepted due to our program's capacity. During the week of the application meetings, program participants are recruited through direct lunchtime recruitment at the high school. Often, program participants become interested by word-of-mouth referrals from previous participants and their families.

Youth who are interested in participating in the program must submit a Youth Application, a Parent/Guardian application and attend an application meeting during the week of recruitment. Applications are accepted through the end of that week, with acceptance calls being made at the end of the day on Friday. Each training session has a capacity of twelve youth participants, limiting the number of students we can accept per school. The limited number of spots provides staff with the opportunity to get to know the students on an individual level and develop a strong rapport and ensure that each student can get individualized feedback and room to practice the skills they are learning. YBMP applications are assessed by the training facilitators and filtered by the required criteria first (a complete application and attendance at an application meeting) and preferred criteria second. Program spots are first offered to youth who identify as BIPOC, LGBTQIA+, have experienced or are currently experiencing significant barriers to employment including experiencing homelessness, pregnancy or parenthood, having residency in a NRT-designated neighborhood, qualifying for free or reduced lunch at school, and/or involvement with the foster care, child welfare, or juvenile justice systems.

Applicants not initially offered a spot are placed on a waitlist in the event any initially selected youth decline their spot in the program. One-on-one intakes are scheduled for the following week so that staff can gain a deeper understanding of the youth's goals and interests, complete a pre-quiz to assess the youth's existing knowledge on program content, and assess their family's stability overall. In this initial intake, Common Wealth staff assess the necessity for additional referrals and offer resources. Through YBMP, Common Wealth is also able to offer tailored trainings to youth who may not have been able to attend one of the regularly scheduled YBMP trainings.

2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.

The Youth-Business Mentoring Program is a voluntary program and Common Wealth has developed a strong recruitment plan in the over thirty years it has been active. Two weeks prior to an upcoming program session at one of the high schools, we advertise the upcoming application meetings in advance with neighborhood center staff, Madison high school staff, social workers, representatives of MSCR, the Dane County Youth Resource Network Listserv, the Latino Support Network Listserv, and the Dane County Neighborhood Intervention Program staff to generate awareness in the community and begin receiving referrals from our various community partners. We also send notification flyers to youth in the appropriate age group who applied to YBMP in the past but were not accepted due to our program's capacity. During the week of the application meetings, program participants are recruited through direct lunchtime recruitment at the high school. Common Wealth also includes youth opportunities in all our regular communication with residents in our housing, and in all communications with partners supporting Common Wealth's other program areas (housing, small business development, violence prevention). Often, program participants become interested by word-of-mouth referral from previous participants and their families.

Youth complete an application after learning about the structure of YBMP at a mandatory application meeting, and then receive a parent or guardian permission form to complete and submit prior to being considered for acceptance in the program. We ask youth to share any prior work experience, participation in other employment programs, schedule for the next several months, and explain why they want to participate in YBMP. Parents or guardians are asked to disclose information regarding the youth's situation, including the youth's eligibility for free or reduced lunch, housing stability, and previous contact with the foster care and/or juvenile justice system. We prioritize serving youth who have multiple barriers to employment, such as any of the above situations, currently under supervision

with juvenile justice, living in an NRT-designated neighborhood or a census tract with a population who qualify as low-income, and youth who have few positive connections to the community.

By leveraging our continued partnership with Madison Metropolitan School District on the Experiential Learning program and strong ties to school support staff, counselors, and teachers, Common Wealth staff are able to stay abreast of those who are looking for a job, need to earn credit to meet MMSD graduation requirements, or offer additional support to students through the concerted training offered through YBMP, while getting paid for the training time as well. This recruitment pipeline is mutually beneficial to Common Wealth and MMSD, by enrolling MMSD students in the Experiential Learning program prior to their senior year, allowing for the accumulation of additional elective credits over the course of their high school career, while connecting Common Wealth staff directly with the school's support staff who have a pulse on the students who can benefit most from the individualized and supportive help Common Wealth offers.

3. Describe how your program includes input or suggestions from target population served in your program design and operation.

Program participants are interviewed immediately after the two-week training for input and feedback facilitators and staff should consider for future training iterations. Participants complete an anonymous survey and a post-training interview where reflections are garnered about program topics, activities utilized, guest speakers, and overall reflections. Once students are placed in a job, they are again asked for regular feedback through check-ins with their program mentor, and all reflections shared are documented. Upon successful completion of a four-month employment experience or the successful completion of a seasonal job, an exit interview is completed with the youth participant where more detailed reflections of the entirety of the program, from training through the job process and experience are gathered both in survey format and in a one-on-one interview with their mentor. Parent/guardian feedback is also gathered through a survey and phone call upon completion of the program, to ensure that the entire family can provide feedback, and to ensure the entire household is connected to any needed services or resources prior to exiting the youth from the program. All of this feedback is entered into program reports following the trainings and reviewed when planning begins for future rounds of training.

### **Theory of Change & Logic Model**

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:
  - a. Past service outcomes and other accomplishments that validate your approach.
  - b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.
  - c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.

a. Report data detailing quarterly program outcomes submitted to the City of Madison over course of implementing the Youth Business Mentoring Program demonstrates the efficacy of this program. Looking specifically at data from the last several years (2018-2021) outcome metrics outline consistent results in training effective employees who demonstrate appropriate workplace behaviors, as reported by their supervisors. Across the years 2018-2021, 86%-98% of youth participants demonstrated appropriate workplace behaviors. Additionally, when factoring in youth who are placed in private sector employment after completing training beyond the reporting period, 90-98% of participants successfully meet that objective. Similarly, outcome measures detailing participants' retention of their placement for four months or the duration of a seasonal job was between 80-100% of participants across the four years of data analyzed.

Exit materials completed by participants from 2017 to present have been aggregated to a digital format for ease of use in assessing program components most effective or that had the greatest impact on participants. Overwhelmingly, participants reflected strong preferences for in-person activities, field trips, guest speakers, opportunities to learn more about themselves and establish goals for their futures. The value felt by participants on the bond developed amongst participants during training along with the impacts of guest speakers and field trips, offer insight into why participant enrollment has declined since the onset of the coronavirus pandemic.

Additionally, through the continuum of Common Wealth's increasingly rigorous programs, youth who have enrolled and completed YBMP subsequently apply for and enroll in other Common Wealth programs, further developing their skills and seeking continued growth with trusted supports and mentors. Youth who have completed YBMP often enter subsequent programs with a preliminary understanding of the foundational skills and expectations Common Wealth requires of participants. Continuing with youth along the trajectory of program continuum offers opportunity for more long-term and in-depth development for participants.

b. YBMP utilizes group and individual instruction, one-on-one mentorship and regular check-ins, individualized career exploration, and comprehensive support services that promote the stability of the entire household, are effective practices for workforce development strategies with youth and adolescents. Most importantly, the totality of the program, including the training for staff, and the accession pipelines created for youth to access additional programming, whether through Common Wealth programs or programs offered by other organizations who are part of Common Wealth's extensive network of collaborators and community partners, create a foundation rooted in best practices for workforce development and educational strategies for youth (Yang & Tuck, 2013). By providing the gateway training for youth through YBMP, Common Wealth has been able to increase the rigor and complexity of its other programming, including the Wanda Fullmore Youth Internship Program, the Program for Entrepreneurial and Agricultural Training and the work Common Wealth does in collaboration with MMSD's Work-Based Learning and Youth Apprenticeships. In addition to the offerings and trainings for youth, YBMP is the knowledge incubator for Youth Employment Staff, through which they can develop their knowledge and skillsets for Common Wealth to be able to continuously offer innovative partnership opportunities to community and systems partners.

c. Comprehensive feedback and outcome metrics are both key components of the program model and structure. Common Wealth gathers extensive feedback from the program participants, their care teams and guardians, and from their respective employers about their performance during the placement. The feedback and outcome metrics gathered are incorporated into the program's final report and are reviewed during the planning stage for upcoming training sessions. Review of previous recommendations allows ample time for program staff to make changes, implement recommendations, and for the team to discuss potential strategies for how challenges can be addressed. Additionally, Common Wealth's experience coordinating and executing the Youth Business Mentoring Program over the last 31 years means we are uniquely situated to take the long-term program feedback and outcome metrics tracked to continue to build upon existing progress and execute an increasingly dynamic and effective program model that continues to meet youths' needs and offer a rigorous learning experience.

2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

YBMP involves a number of community organizations and volunteer community members in throughout the program. Community members partake in guest speaking slots such as the Career Panel through which local professionals are invited to come speak with the youth about their professional journey and offer reflections to young people starting to explore available career options. Volunteer community members also act as mock interviewers and provide participants with an op to practice their interview and soft skills and get immediate feedback about areas for continued development.

Through Common Wealth’s holistic approach to gathering feedback about program impacts, staff incorporate the feedback from care teams, employers, and program participants directly into final reports to improve the services. Gathering feedback and incorporating it into the reports to be reviewed for upcoming training programs ensures the recommendations and reflections are kept at the forefront of program development and planning. Common Wealth’s prioritization of participant feedback maintains that their direct experiences are kept at the center of our planning conversations and year-to-year their feedback is leveraged to adjust program operations and structure. Our persistent method of garnering feedback, open discussion, and flexibility ensures the program is under a consistent state of responsive adjustments to best meet the needs of the youth in the program and provide services most relevant and responsive to the current cohort. This methodology allows Common Wealth to provide a competitive, responsive, and rigorous program to Madison-area youth.

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services. As is outlined above, regular and frequent participant feedback is a staple for our program review and development process. Participant, parent or guardian, and employer feedback are all gathered through regular check-ins and provide opportunity for consistent communication and adjustments to be made, if necessary. At program completion, all participants, their care teams and guardians, and employers offer extensive feedback and reflections which offer in-depth information to Common Wealth staff that will be incorporated into reports. The information requested in those materials includes how the structure of the program worked for the intern, the efficacy of the communication with Common Wealth staff, the degree to which they were able to learn and practice new skills, and how the administrative logistics of the program worked for them. Interns are asked to offer any recommendations for adjusting program components to better serve future participants. Parents, guardians, and care teams are asked similar reflections, with a larger emphasis on communication from staff and how they would reflect on the level of support offered to their intern throughout the program. Employers are asked detailed questions in an exit conversation about the communication with Common Wealth staff, the preparation period going into the placement and level of preparedness they felt, the skills they identify the youth provided to the placement, and any areas they would recommend adjusting.

**Budget** - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.



## Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

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

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. **Do not attempt to unlock or alter this form.** Font should be no less than 11 pt.

If you have any questions **related to the content of the application**, please contact: Hugh Wing – [hwing@cityofmadison.com](mailto:hwing@cityofmadison.com) or Yolanda Shelton-Morris – [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com)

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 Jen Stoiber – [jstoiber@cityofmadison.com](mailto:jstoiber@cityofmadison.com)

Legal Name of Organization:	Common Wealth Development	Total Amount Requested:	\$ 95,000
Program Name:	Wanda Fullmore Youth Internship Program		
Program or Activity are you Applying for:	<input checked="" type="checkbox"/> Youth Employment Services (ages 14-21) <input type="checkbox"/> Youth Employment & Training <input checked="" type="checkbox"/> Wanda Fullmore Youth Internship Program <input type="checkbox"/> Young Adult Employment Services (ages 18-26) <input type="checkbox"/> Adult Employment Services (18+)		
Contact Person:	Justice Castaneda	Email:	justice@cwd.org
Full Address:	1501 Williamson Street, Madison, WI 53703	Telephone:	(608) 256-3527
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	

## **Organizational Qualifications:**

1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

Common Wealth Development has been supporting youth and their families in Madison since the pilot program of the Youth-Business Mentoring Program at East High school in 1991, and now operates in partnership with all Madison Metropolitan School District high schools, particularly the four main campuses (Madison East, Madison West, LaFollette, and Memorial High schools). With over a thirty-year history of supporting the Madison and Dane County communities, Common Wealth Development has developed a comprehensive and holistic approach to supporting youths' entry into the workforce that is dynamic and flexible to best meet their needs. Our approach offers a pathway into the workforce that is accompanied with mentorship and learning opportunities throughout the intern's experience. Since the inception of Common Wealth's youth workforce programs, staff have diligently and concertedly supported BIPOC and LGBTQIA+ community members, prioritizing them and those who come from the most marginalized reaches of our community. Common Wealth works to improve their access to resources, promote their personal growth and development, create a conduit to employment and financial education resources, and offer a network of support for youth and their families.

Common Wealth Development's network of Youth Workforce Development programs offer an entrée into a continuum of options, each designed and tailored to meet youth where they are and to walk alongside them as they enter the workforce, developing the preliminary and foundational skills for them to build on as young adults. Common Wealth Development has been leading this pivotal work throughout Dane County, consistently aiming to pilot new and innovative programs, developing alternative options for existing programs, all while seeking new opportunities for continued growth. In partnership with other community organizations and systems partners, this has culminated in the dynamic portfolio of workforce development programs offered today for the youth of the Madison-area community. By leveraging our networks of community partners, and our housing work within low-income communities in Madison, we are uniquely positioned to connect directly with youth who face significant barriers to employment.

2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.

Common Wealth Development specifically prioritizes working with individuals who identify as BIPOC, LGBTQIA+, are from low-income households and who have previously experienced, or are currently experiencing significant barriers to employment. Common Wealth has several avenues of engagement in connecting and building relationships with this group of community members. Through the other Common Wealth program sections, such as our Adult Workforce Development programs and our low-income housing portfolio we have the opportunity to connect intern families with services. With all of our programs, Common Wealth staff build trusting and lasting relationships with individuals and families working towards economic stabilization while supporting them in accessing needed resources. Common Wealth collaborates with the network of community and school-based social workers and support staff who work with youth and their families to build trusting relationships. CWD can refer students to the appropriate programs by coordinating with this important resource. Using this approach of maintaining consistency and utilizing a network of professionals with the shared goal of supporting youth, Common Wealth can provide comprehensive and individualized supportive services tailored to meet the needs of families.

Through partnerships and external supports, Common Wealth also engages youth through in-person and virtual recruitment within Madison Metropolitan School District (MMSD) and the Youth Employment Network (YEN). Staff

maintain a consistent presence in the four major high schools, develop relationships with school staff, and provide ongoing opportunities for relationship-building between program sessions. Common Wealth's involvement in the development of YEN and consistent presence in meetings, regular and mutual referrals to partner organizations in pursuit of supporting BIPOC, LGBTQIA+, and youth experiencing barriers also allows for a network of supportive relationships, and ensures seamless and similarly oriented support that best meets the needs of youth.

Each of our Youth Workforce program options begins with a recruitment phase that incorporates a one-on-one intake, where an in-depth conversation around overall family stability and household needs is included, so that staff may develop a thorough understanding of the youth's life. Common areas of need that affect the overall success of our participants include academic tutoring, housing stabilization, mental health services, childcare assistance and resources for other family members. Utilizing the internal programs offered by Common Wealth and connections with external partner networks, referrals can be made to connect youth and families to additional services.

Through our Youth Workforce programs, we offer a continuum of options to support the long-term growth and development of BIPOC, LGBTQIA+, low-income and court-involved youth, and meet them where they are to foster long-term relationships. Whether a youth begins their work with CWD at the beginning of that continuum or later on, they're met with comprehensive support and mentorship from Common Wealth Youth Workforce staff, and a network of supportive services that provide space for the youth to focus on their development, skill attainment, and future goals. Through 31 years of engaged dialogue with communities throughout Madison, Common Wealth Development has become a pillar within the communities we engage with and has developed lasting and authentic connections to the youth and families in the Greater Madison-area.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

Common Wealth Development staff are required to demonstrate fluency in racial justice, systemic and inter-generational racism, and health and gender inequities. In conjunction with university faculty and educational researchers around the US, Common Wealth's leadership has created an internal professional development series as part of our Racial Justice and Health Equity framework. Common Wealth Development staff, across sections and roles are required to have a foundational level of understanding of racial equity and social justice, the relationship between violence prevention and health equity, and systemic and intergenerational racism. Staff are expected to be able to demonstrate an understanding of the historical context of those issues and how they have impacted the families that live in the community today, and how this history reifies barriers to educational and economic success for the people Common Wealth works in solidarity with. Specific to the Youth Workforce Development section, Youth Employment staff are expected to complete trainings on trauma-informed care practices, critical pedagogy, culturally responsive leadership and supervision, and best practices for working with youth in educational settings. Youth Employment staff are required to have experience working with youth in an instructional capacity, and experience working with people from low-income households and racially diverse backgrounds.

Common Wealth staff in supervisory or management roles are required to maintain their professional growth through ongoing and regular professional development trainings as well. Supervisors and management staff complete development trainings on topics including management principles and techniques, reporting and nonprofit management technical skill trainings Common Wealth is invested in the development of our managerial staff, and have paid for managers and directors to attend continued education at local colleges and Universities, including the Social Innovation and Sustainability Leadership Graduate Certificate at Edgewood College and the Mid-Level Management Certificate offered through UW-Madison.

The curriculum and training materials for the Wanda Fullmore Youth Internship Program (WFYIP) are developed with the support of technical experts from City of Madison staff, and scholars specializing in local governance. Common Wealth's Executive Director is a researcher and lecturer at the University of Wisconsin, specializing in Urban and Regional Planning, Public Finance and Municipal Governance, with over 15 years experience in curriculum design and instruction. The Executive Director works closely with the Workforce Development Manager to tailor the WFYIP curriculum and training materials to the specific capstone project selected for each cohort. All Common Wealth Staff involved with WFYIP are required to complete a training series specific to local governance, municipal finance, and a unique course specifically focusing on the structure and function of governance in the City of Madison.

### **Partnerships, Collaboration & Coordination**

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.

a. Organizations and groups that work with youth, young adults and/or adults.

Common Wealth Development is a founding and participating member of the Youth Employment Network as well as the Steering Committee for the Youth Employment Network, a collective of Madison area nonprofit and youth or community-serving organizations working to develop and build up the community together. The Youth Employment Network of Greater Madison was formed under the leadership of Briarpatch Youth Services, Common Wealth Development, Goodman Community Center, and Operation Fresh Start in 2016, and was opened to all youth employment service organizations in 2017 in order to more effectively serve the community. The group's vision consists of a continuum of complementary and culturally-responsive programs and services designed to meet the needs of youth and our workforce. By capitalizing on the unique strengths of each agency and its collaborative partnerships within the broader youth employment service network, the group is able to offer a wide array of programs suited to the interests and abilities of youth. In addition to our involvement with YEN, Common Wealth Development also partners with Goodman Community Center, another YEN organization, to support our joint efforts in building up the youth workforce, providing them with the social, emotional, and employment skills necessary to thrive and pursue their postsecondary educational, employment, and career goals. Common Wealth also has an ongoing relationship with Operation Fresh Start, another YEN organization, through a standing policy to prioritize OFS in the completion of rehabilitation and construction projects supporting our low-income housing portfolio and commercial properties.

One of Common Wealth's long-term partners in coordinating and executing the Youth-Business Mentoring Program has been the Madison Metropolitan School District (MMSD) through their main high school campuses as well as the subsets of smaller innovative and alternative schools. MMSD has partnered with Common Wealth in this work since the pilot initiative at East High school in 1991, and Common Wealth staff have worked diligently over the last 30 years to develop strong and trusting relationships with school staff and the youth and families within those school communities. In 2020, Common Wealth partnered with MMSD to facilitate the Experiential Learning Program across the district. Students enrolled in the Experiential Learning Program select between two tract options: Work Based Learning (WBL) and Youth Apprenticeship (YA). WBL students are eligible to earn elective credits at school for working their part-time jobs and reflecting on the skills they develop through that experience. YA students select a specific pathway that they'd like to pursue, enroll in related coursework, and complete similar reflections on their skill development at their apprenticeship placement. Common Wealth staff conduct weekly in-person office hours at each of the four main high school campuses: Madison East, Madison West, LaFollette, and Memorial High schools.

Through the MMSD Experiential Learning partnership, Common Wealth staff have been specifically partnering with and supporting students at two small innovative alternative programs, East High school's Transition Academy and LaFollette High school's Grad Academy. Both programs aim to support students who are severely off-track from MMSD's graduation standards to recoup credits, improve grades, and do so in a

small and individualistic learning environment. Common Wealth has also partnered and offered very tailored trainings for students at both the School-Aged Parenting Program (SAPAR), a subset of Capital High within MMSD, and with the GED Option#2 program. Both programs provide support to marginalized youth to successfully maintain and achieve their educational goals. SAPAR offers youth who are parenting or pregnant a learning environment that allows youth to continue their learning while having childcare and parenting education onsite. The GED Option #2 program provides a small cohort of students with a school site that supports them in getting qualified to enroll and complete their GED test, and to graduate on time with their class. Common Wealth staff support the students in these programs by providing extra support through one-on-one guidance, regular attendance in scheduled program class time, and the utilization of more dynamic and alternative assignments.

For the Wanda Fullmore Youth Internship Program specifically, Common Wealth leverages our relationships with MMSD, community partners, and neighborhoods to provide each cohort with access to a network of local professionals and resources. Through these connections, interns have the opportunity to network with other youth and support professionals, beyond the bounds of the program timeframe. Partner organizations often fill guest speaking roles, sharing their specific resources and experiences that interns can reference after the program concludes. Common Wealth's extensive partner network provides a robust and comprehensive work experience for the interns.

- b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

Common Wealth partners with Summit Credit Union to provide the financial empowerment education youth need to make independent and informed financial decisions. Summit Credit Union staff speak during the program and educate youth about the basics of saving and budgeting, review financing options available to students for their post-secondary plans, the options available for opening a bank account, and how to access resources for future education or reference. Summit Credit Union staff make themselves readily available for program participants to access beyond program time and share a plethora of resources for students to refer to at any time.

Lastly, Common Wealth Development has partnered with the City of Madison to coordinate and execute the Wanda Fullmore Youth Internship Program for the last eight years. Through this partnership, Common Wealth staff have developed strong relationships with City department staff that promote the efficacy of this program and a keen understanding for how to best support and structure the internship program. City departments that host interns engage in regular communication with Common Wealth staff about their interns' performance and work hours, offering feedback and recommendations at the end of the program for future years. A number of City staff also regularly participate in guest speaking engagements to further the professional development of the interns, or to assist in sharing expert technical knowledge necessary for the capstone project.

- c. Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

In addition to the organizations listed above including Madison Metropolitan School District, the Youth Employment Network and more specifically Goodman Community Center and Operation Fresh Start, who specifically focus on working with people from low-income households, women, immigrants, individuals who identify as BIPOC and/or LGBTQ+ community members, Common Wealth Development is a member of the Dane County Youth Provider Network, chaired and organized by Heather LeMonds and staffed by various Dane County social workers. The group meets monthly to be in contact about programmatic updates, upcoming opportunities, and key items the whole group can benefit from knowing. Common Wealth attends

all these meetings and provides the group with updated program information so youth involved in the network of social workers can have access to upcoming programs.

2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

The organizations and institutions that Common Wealth collaborates with are primarily the same organizations we intend to continue to partner with to coordinate services and continue to promote the overall growth and development of the youth workforce in Madison. Common Wealth has partnered with Madison Metropolitan School District to facilitate the Experiential Learning program, and their continued support of all our program initiatives will be a vital facet of the success of our recruitment efforts and program aims moving forward. Similarly, Common Wealth's continued commitment to the Youth Employment Network and its member organizations' missions allows for each organization to promote one another's aims and limit overlapping service opportunities.

### **Program Design**

1. Describe the organization's program and proposed service delivery plan including recruitment and selection of participants, individual assessment process, anticipated number to be served, who will be served, duration, location, and goals.

[Program Description] The Wanda Fullmore Youth Internship Program (WFYIP) is an 11-month experiential learning program, culminating in an eight-week paid internship for youth, executed in partnership with the City of Madison. Interns ages 14-18, work in a cohort, participating in a paid structured experiential learning and professional development training program, including placements in multiple city departments. If city departments cannot accommodate all youth through placements, youth are still provided paid internships with Common Wealth, focusing on the logistical support of the capstone community development project for the summer. All interns in the program work together throughout the summer on the capstone project. The capstone projects allow youth to apply their training and knowledge gained through their respective placements to grapple with a "real-Madison" community project, providing a space for youth to experience the intricacies of Civic processes through a rigorous academic design studio. This provides all youth robust opportunities to interact with City staff and community stakeholders as they complete the capstone project throughout the summer, culminating in a final presentation delivered to key stakeholders, City of Madison supervisors and staff and elected officials. In addition to their respective placements, interns participate in a professional development training series where they receive in-depth training on topics including crafting resumes, financing options for college or post-secondary education, financial empowerment, personal branding, civics and civic engagement, critical analyses of racial and economic disparities, local government structure, and public speaking. Youth are given entrée to numerous professionals through in-person and virtual presentations, and participate in a historically black college or university (HBCU) panel and a career panel to learn about various post-secondary options available to them.

Concurrent with their internship placements, interns are automatically enrolled in MMSD's Experiential Learning Program under the Work Based Learning tract through which they earn elective school credits for the work completed over the summer. The requirements of the Experiential Learning Program align well with those of the Wanda Fullmore Youth Internship Program, as interns develop goals for the summer, complete regular check-ins, and deliver the capstone presentation as a final reflection on their work. Upon completion of the program, interns are eligible to earn a minimum of 1.0 elective credit and the Department of Public Instruction's Employability Skills Certificate that they can carry forward into future roles.

Another vital component of this program is the peer-to-peer model through which previous program participants can reapply to take on leadership roles within a future cohort of interns. These interns make up a small sub-cohort of Peer Leaders, who are provided an opportunity to continue their skill development in the program while developing leadership skills through facilitating panel discussions, leading small group exercises, and providing an example for new and/or younger interns. Peer leaders complete leadership trainings throughout the summer, are given additional responsibilities, and relied upon to support the cohort of first-year interns through the 8-weeks.

[Program Goals] The Wanda Fullmore Youth Internship Program seeks to increase interns' familiarity with the City's divisions and departments and ultimately provide an entry point for City of Madison youth, particularly BIPOC and LGBTQIA+ youth, to find employment within the City. Over the course of the eight years Common Wealth has led and managed this program, numerous program alumni have been hired by City divisions either immediately following program completion or soon after. Additional goals include providing Madison youth with an opportunity to learn more about the City of Madison's municipal government, participate in an academically rigorous experiential learning work experience, improve youths' professional workforce readiness skills, increase their professional network connections and networking skills, and provide interns with in-depth financial empowerment education and resources.

[Planning & Curriculum Development] Common Wealth Development, through its eight years of experience planning, coordinating, and executing this program, has developed a keen understanding and approach for effectively launching the WFYIP. Running from December of one year through October of the following year, WFYIP constitutes an intensive training and planning process for Common Wealth Staff, involving myriad of community and youth partners at different stages throughout. Beginning in December, Common Wealth staff review the final reports and recommendations from the previous summer's completed program and identify facilitation staff leads for the upcoming iteration of the program. Common Wealth staff set the timeline and plan for the upcoming year and begin weekly planning meetings to review, as a team, any adjustments that need to be made and considerations the team should account for prior to recruitment. This is also when the topics for the experiential learning capstone project are introduced to the team so that curriculum development and activity planning can begin. In January, recruitment materials are drafted and approved, and the Common Wealth WFYIP team develops a recruitment plan and timeline to follow, prior to opening the applications. Student interviews start in February and Peer Leaders are identified by the 1st week in February. The WFYIP cohort is identified by March 31st, allowing Common Wealth staff sufficient time to familiarize ourselves with the youth and their families. Throughout April and May, Common Wealth staff (WFYIP Leads) undertake intensive training in preparation for the summer, concurrently working with the Peer Leaders, community stakeholders, and City staff to identify possible capstone projects. Common Wealth identifies technical assistance support staff during April (typically graduate students in Public Policy, Urban & Regional Planning or a related field), and hires them in early May so they are able to integrate into the planning process for the summer. Peer Leaders have their orientation in early May and the initial curriculum and training materials are finalized no later than the last week in May, allowing ample time for Peer Leaders to review and make changes in collaboration with the incoming cohort. During May, Common Wealth staff finalize all planning for the summer, conduct pre-training site surveys of the areas where the capstone project is focusing, and makes any final adjustments to the curriculum and/or training material based on feedback from the Peer Leaders. The incoming cohort starts their training during the second week of June, and the internship component runs from June through August. In August, the CWD Youth Workforce Development Manager conducts exit-interviews with the Peer Leaders and, along with the Executive Director, schedule and complete exit-interviews with the department supervisors who hosted interns over the summer. August and September are critical months for the program, during which Common Wealth staff complete a comprehensive after-action report for that year's programming and finalize our reporting for the City. Common Wealth finalizes our program review in October, and the respective year's program officially ends October 31st.

[Duration & Location] While recruitment and selection for the program begins at the beginning of the calendar year, the cohort of interns have their first group orientation at the end of May, during which they have the opportunity to become acquainted with their peers, learn about program expectations, and build community within the cohort. The week after orientation or after the last week of school, the official kick-off week commences, typically in mid-June. This week is all about getting acclimated to the expectations, getting to know the staff, building relationships within the cohort, becoming oriented with the capstone project, and determining department placement assignments. The program operates primarily in-person and meets at varying locations throughout Madison. For interns who are placed within a department, meetings are typically downtown during their department work hours, or onsite at the division's primary location. Interns placed with Common Wealth work from locations in / around downtown Madison. The default "home-base" for all trainings and meetings is the Madison Central Library.

CWD has the unique ability to support interns working in varying formats and can assess readiness for the autonomy of virtual training and employment during the recruitment process. Many departments moved to either entirely virtual or hybrid working models, with limited staff in-person in offices at any given time, requiring a creative shift in how CWD approached placing students without limiting the number of opportunities to interns. Since 2020, some intern placements have been entirely in-person, while others have remained entirely virtual. Common Wealth provides a Chromebook to all WFYIP interns, regardless of where they are placed. This flexibility and experience in navigating the changing work environment allows CWD to be uniquely situated to continue supporting this program and placing interns, as City divisions continue adjusting their work formats.

[Anticipated Number Served & Target Population] The WFYIP serves 25 Madison-area youth. To be considered for this program, a student must live in the City of Madison or be enrolled at an MMSD school, at least 14 years old, and have submitted a complete application. Preference will be given to youth who identify as BIPOC, are rising juniors or seniors in high school, and who have experienced or who are currently experiencing significant barriers to employment including homelessness, qualifying for free or reduced lunch, have residence in a NRT-designated neighborhood or a low-income census tract, are currently pregnant or parenting, or have current or past involvement with the foster care and/or juvenile justice system. The 25 spots are comprised of up to five peer leaders and twenty first-year interns, with an ideal ratio of approximately one peer leader to four first-year interns.

[Recruitment] Students are recruited through the network of YEN, YRN, LaSup, Latinx Consortium for Action, Dane County Human Services, NIP, JFF, school counselors, teachers, student support staff, and internal referrals from within other CWD programs or within the YWD continuum of programs as a next step. In tandem with the virtual recruitment, CWD YWD staff visit all Madison area high schools to conduct in-person contacts with students who may be interested in the program. Our year-long work with MMSD support staff and community partners allow us to develop organic relationships with youth, providing a unique accession pipeline through which we connect with youth facing extreme barriers to education and employment, and who otherwise might not have access to supportive programming or opportunities.

Throughout the recruitment period, there are open interviews scheduled at each high school as well as at community locations and via zoom. To be considered a complete application, the youth must submit a youth application, parent/guardian application, and attend one open interview session to interview one-on-one with CWD staff and share their experiences, interests, and goals. These open interviews also offer the applicant the opportunity to ask questions about the process and the program overall. It's from this very initial point of contact that prospective interns begin to develop relationships with CWD staff, to be built upon should they be selected for the program. The recruitment and interview period closes at the end of March.

[Selection] Common Wealth staff (WFYIP leads) and Youth Employment leadership meet immediately after recruitment closes to discuss the candidate pool as it relates to the list of requirements. Applicants are filtered by the eligibility criteria first, including their enrollment in MMSD or residency within the City of Madison, being within the age range, or having a complete application submitted. Staff discuss each applicant at length, assigning spots to applicants who meet the preferred criteria first, and running down the list together. Staff also reflect on any contact with the applicant and their care team, including the open interview, and assess the applicant's level of interest and passion for the program's aims and objectives, and their perceived level of readiness to take on the workload the program requires. This process is thorough, with lengthy discussions and deliberations, until all positions are filled. The remaining students who applied and are qualified for the program but not initially selected, are placed on a waitlist in the event that any applicants initially selected opt out.

Once all spots are allocated, each youth is assigned to a CWD staff member who will act as their mentor throughout the program, and who will begin the initial outreach to the youth and their family. CWD opens dialogue with the youth as well as their parent, guardian and/or respective support network. After youth accept their position, CWD staff immediately schedules a one-on-one intake meeting to get an in-depth understanding of the students' passions and goals, and what they're hoping to learn, do, and develop in the upcoming program year. If an applicant declines their position and opts out of the program, we offer that spot to the next applicant on the waitlist. This process is repeated until all 25 spots are accepted and filled, and intake meetings are completed.

[Peer Leaders] Alongside the recruitment and selection timeline for the first-year applicants, is that of the cohort's Peer Leader group. To provide ample time for the group to develop a level of cohesion and understanding of the upcoming year's workload so that they may provide leadership to the first-year interns, program alumni are sent an email requesting interested youth to complete a form by December following the summer they were in the program. After completing their interest form, Peer Leaders submit an application, and go through a one-on-one interview process, and are selected no later than the first week of February. Throughout the program Peer Leaders receive additional trainings on leadership and presentation skills and have regular check-ins with program staff to review the goals Peer Leaders set during their orientation in early May, and make any adjustments to the level of support they're receiving.

2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.  
To promote the program and recruit participant applications, CWD has a comprehensive and multi-faceted approach to sharing program and application information with potential interns, community partners, and any other interested individuals. CWD staff begin recruitment for this program in mid-January, sending out digital materials in the form of fliers, applications, and brochures to networks and partners, shared with neighborhood teams, school staff, and all other key partners. In addition to leveraging CWD's networks for marketing and recruitment purposes, program materials are also published months in advance in newsletters, shared in network meetings, and advertised on social media. Common Wealth staff attend and organize community events to spread the word in neighborhoods throughout Madison and in the schools directly about the program and participate in job fairs at each of the four main Madison high school campuses. Additionally, CWD staff host a series of community information sessions in neighborhoods where Common Wealth manages rental properties.
3. Describe how your program includes input or suggestions from target population served in your program design and operation.

Feedback from participants, their families, and department supervisors is vital to programmatic innovation, and is gathered and leveraged to improve upon future iterations of the program. Participants are asked for regular feedback throughout the program, typically in scheduled check-ins or through regular communication channels, which is helpful feedback for making small adjustments on a weekly basis to improve participant experiences. At the completion of the program, all interns, their families and care teams, and department supervisors are all asked to reflect on their experience over the summer, share recommendations for improvement, and elaborate on the components that worked well for them and those that didn't. That feedback is then incorporated directly into the final report that will be reviewed during planning for the next year. Common Wealth keeps comprehensive data on each cohort's reflections, which is accessible to CWD staff for planning and evaluation purposes.

To gather feedback, each intern completes an anonymous survey, a rating assessment to measure skill development, and completes a one-on-one exit interview with staff to offer recommendations, reflections, and overall experiences. City department supervisors complete a one-on-one interview to reflect on their experience working with Common Wealth staff, their experience with their specific intern, and to offer any recommendations. Finally, a feedback survey is sent to the intern's guardians and care teams (social workers, case managers, and any other key support people) to offer a space for their specific reflections, after supporting their intern in completing the summer's work.

As youth progress through CWD's continuum of programs, they're encouraged to reflect on areas of exceptional growth and to discuss areas for continued development. Common Wealth's Youth Workforce Development programs promote the long-term progression of youths' readiness to enter the workforce paving the way for youth to continue refining their skills and interests as they traverse their high school years and after graduation. As evidence of the success of this continuum, many of the WFYIP Peer Leaders (i.e. 17 – 18 yrs) started working with Common Wealth as 8th grade students or rising Freshman. Additionally, two former WFYIP graduates are now full-time employees at Common Wealth, leading and facilitating the programs they participated in, and supporting other youth from the unique and invaluable perspective of a Common Wealth program graduate. These graduates continue their career growth by participating in regular professional development trainings, completing regular check-ins with supervisors, and exercising their emerging professional skillset in a supportive real-world work setting as they navigate the early years of their college experience or post-high school careers.

### **Theory of Change & Logic Model**

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:
  - a. Past service outcomes and other accomplishments that validate your approach.
  - b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.
  - c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.
- a. Past program outcome measures indicate interns have felt highly supported through their internship experience by Common Wealth staff and that they had many opportunities to practice skills during the internship, including their ability to adapt to change, time management, their communication skills, setting personal goals for improvement, and working collaboratively with others. . A review of report data gathered from the 2018-2021 Wanda Fullmore Youth Internship Program cohorts, interns reported that on a scale of one to five (one being unsatisfied and five being very satisfied) that their average level of satisfaction with the program was a 4.5 (average score across the four years). Common areas youth indicated that they experienced exceptional growth during the internship across the four years of data were communication, time management, collaboration with others, and independence. Overall, across the

data from 2018-2021, 94%-100% of interns indicated that they felt the program was worthwhile overall and 82%-100% were glad they did this program overall. Interns also indicated that 92%-100% had positive relationships with their Common Wealth mentors and that 82%-100% of interns were satisfied with the communication with their mentor. Of program participants from 2018-2021, 82%-100% of interns registered for and worked towards their Employability Skills Certificate and 100% of interns have had a file maintained of their records, so that they can be given a reference at a future job, if they choose.

In addition to the aggregate data gathered at the conclusion of each program year, two former Wanda Fullmore Youth Internship Program graduates are now full-time employees at Common Wealth, helping to facilitate programs and continue their professional skill development as they enter their early adulthood years. As a reflection of the relationship built between Common Wealth staff, the care applied to this program, and the participants who complete the internship experience, graduates have indicated a preference to stay within the supportive environment Common Wealth provides to continue their learning through the transitions they're navigating.

b. The Wanda Fullmore Youth Internship Program employs several best practice methods that offer participants a supportive and effective work experience. Youth participating in a structured and paid cohort internship experience have the opportunity to build community, learn in a group format, while also participating in lessons and practicing the skills they're learning. Offering learning experiences to youth with a cohort model typically increases the perceived level of inclusiveness and promotes greater collaboration amongst cohort members (Brooks, 1998; Shanahan and Sheehan, 2020). Similarly, having a selective process of competitive cohort placements who all enter the work from the same level of novice technical knowledge promotes the skill development and overall professional learning of the cohort (Barnett, Basom, Yerkes, & Norris, 2000; Reynolds & Hebert, 1998; Peel, Wallace, Buckner, Wrenn, & Evans, 1998).

The experiential learning module and capstone project find their intellectual merit from their potential to develop and assess structured workforce development opportunities through experiential learning modules for young adults. The genesis of this component of WFYIP comes from the application of supplemental educational teaching methods that have been proven to be effective (Brown, 2010; Hbrowski & Maton, 1998). Traditional models for pipeline development are of two sorts: (1) Programs that offer students short, limited introductions to a particular field or industry. These projects tend to be singular-based vocational activities where students are taught the specifics of one industry and are subsequently encouraged to pursue careers in that industry or professions (Hbrowski & Maton, 1998; Winkleby, et al. 1996). (2) Pprograms that provide students with access to professional communities and internships. Research on effective professional development training argues that the best training programs involve two critical aspects. First, effective projects involve on-going training as opposed to short one-time activities (Borko, 2001; Yuen, 2006). Second, effective training activities involve those that are product driven, where participants are able to apply what is taught to a real-world project or activity (Borko, 2001; Yuen, 2006). WFYIP integrates the models offered in the scholarship by offering ongoing programming that provides (1) paid employment through structured internship opportunities for youth in mid-late adolescence, (2) academic enrichment training through rigorous planning and design charettes, and (3) an active community of technical experts coupled with holistic support from the Common Wealth Youth Employment Staff. This provides academic training while simultaneously offering ongoing supplemental programming to help young adults see themselves as engaged citizens while being in a paid employment status.

c. Comprehensive feedback and outcome metrics are both key components of the program model and structure. Common Wealth gathers extensive feedback from the program interns, the peer leader cohort, their care teams and guardians, and from their respective department supervisors about their performance over the summer. The

feedback and outcome metrics gathered are incorporated into the program year's final report and are reviewed during the planning stage for the upcoming year. Review of prior year recommendations allows ample time for program staff to make changes, implement recommendations, and for the team to discuss potential strategies for how challenges can be addressed. Additionally, Common Wealth's experience coordinating and executing the Wanda Fullmore Youth Internship Program over the last eight years means we are uniquely situated to take the long-term program feedback and outcome metrics tracked to continue to build upon existing progress and execute an increasingly dynamic and effective program model that continues to meet youths' needs and offer a rigorous learning experience.

Long-term data and outcome tracking also provides Common Wealth with the ability to identify areas for continued growth. Across the data accumulated for 2018-2021, one of the specific evaluation questions that has a lower rating response than the others is the interns' perception about how participation in this program will impact their ability to find or keep a future job or internship. Response rates for that question ranged from 59%-89% of interns indicating they felt that statement was true. Common Wealth staff can employ that finding to develop a more concerted focus on how the work done during the program and the skills developed can apply to future roles and highlight that connection more deliberately.

2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

Through Common Wealth's holistic approach to gathering feedback about program impacts, staff incorporate the feedback from care teams, City department staff, guest speakers from the community, and interns directly into final reports to improve the services. Gathering feedback and incorporating it into the reports to be reviewed for the upcoming program year ensures the recommendations and reflections are kept at the forefront of program development and planning. Common Wealth's prioritization of participant feedback maintains that their direct experiences are kept at the center of our planning conversations and year-to-year their feedback is leveraged to adjust program operations and structure. Our persistent method of garnering feedback, open discussion, and flexibility ensures the program is under a consistent state of responsive adjustments to best meet the needs of the youth in the program and provide services most relevant and responsive to the current cohort. This methodology allows Common Wealth to provide a competitive, responsive, and rigorous program to Madison-area youth.

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services.

As is outlined above, regular and frequent participant feedback is a staple for our program review and development process. Participant feedback is gathered through weekly check-ins and allows for moderate adjustments to be made during the program. These adjustments are typically to improve communication or adjust for preferred teaching methods. At program completion, all interns, their care teams, the City department supervisors, and the program staff complete extensive feedback and review materials that offer in-depth information to Common Wealth staff that will be incorporated into the final report. The information requested in those materials includes how the structure of the program worked for the intern, the efficacy of the communication with Common Wealth staff, the degree to which they were able to learn and practice new skills, and how the administrative planning for the program worked for them. Interns are asked to offer any recommendations for adjusting program components to better serve future interns. Parents, guardians, and care teams are asked similar reflections, with a larger emphasis on communication from staff and how they would reflect on the level of support offered to their intern throughout the program. City supervisors are asked detailed questions in an exit interview about the communication with Common Wealth staff, the preparation period going into the summer and level of preparedness they felt, the skills they identify the intern provided to the placement, and any areas they would recommend making adjustments.

Piloted in 2022, Wanda Fullmore Youth Internship Program alumni from 2017-2021 were invited to come speak to the 2022 cohort of interns. Alumni were asked to offer reflections about their experience and takeaways from the program, how they successfully navigated high school, and what they're currently doing now or have planned. Several alumni returned for the event, and current interns were able to discuss with them the specifics of navigating high school, what lasting impacts they took from participating in the program, and whether the program had any impact on their long-term post-secondary plans. This initiative was well received by the interns, and they reflected that it was a valuable experience to hear from WFYIP graduates who had completed the program and what the potential impacts could be for them. Common Wealth's unique ability to pull from the alumni network that has grown over the last eight years offers a unique opportunity to continue the connection with program participants and track long-term impacts and recommendations. Structuring this network and model out further will provide continued opportunities to incorporate participants in future years, and potential relationships between alumni and current interns.

**Budget** - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.



## Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

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

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. **Do not attempt to unlock or alter this form.** Font should be no less than 11 pt.

If you have any questions **related to the content of the application**, please contact: Hugh Wing – [hwing@cityofmadison.com](mailto:hwing@cityofmadison.com) or Yolanda Shelton-Morris – [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com)

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 Jen Stoiber – [jstoiber@cityofmadison.com](mailto:jstoiber@cityofmadison.com)

Legal Name of Organization:	Common Wealth Development, Inc	Total Amount Requested:	\$ 30,000
Program Name:	Program For Entrepreneurial and Agricultural Training		
Program or Activity are you Applying for:	<input checked="" type="checkbox"/> Youth Employment Services (ages 14-21) <input checked="" type="checkbox"/> Youth Employment & Training <input type="checkbox"/> Wanda Fullmore Youth Internship Program <input type="checkbox"/> Young Adult Employment Services (ages 18-26) <input type="checkbox"/> Adult Employment Services (18+)		
Contact Person:	Justice Castañeda	Email:	justice@cwd.org
Full Address:	1501 Williamson Street, Madison WI 53703	Telephone:	608.620.7745
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	

## **Organizational Qualifications:**

1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

The Program for Entrepreneurial and Agricultural Training (PEAT) is a collaboration between Common Wealth Development and Neighborhood Food Solutions, both Madison-based community organizations. This collaboration has been effective at providing opportunities through PEAT for Madison-area Youth since 2009. Common Wealth Development has been supporting youth and their families in Madison since the pilot program of the Youth-Business Mentoring Program at East High school in 1991, and now operates in partnership with all Madison Metropolitan School District high schools, particularly the four main campuses (Madison East, Madison West, LaFollette, and Memorial High schools). With over a thirty-year history of supporting the Madison and Dane County communities, Common Wealth Development has developed a comprehensive and holistic approach to supporting youths' entry into the workforce that is dynamic and flexible to best meet their needs and offer a pathway into the workforce that is accompanied with mentorship and learning opportunities throughout. Since the inception of Common Wealth's youth workforce programs, staff have diligently and concertedly supported BIPOC and LGBTQIA+ community members, prioritizing them and those who come from the most marginalized reaches of our community. Common Wealth works to improve their access to resources, promote their growth and development, create a conduit to employment and financial education resources, and offer a network of support for youth and their families.

Common Wealth Development's network of Youth Workforce Development programs offer an entrée into a continuum of options, each designed and tailored to meet youth where they are and to walk alongside them as they enter the workforce, developing the preliminary and foundational skills for them to build on as young adults. Common Wealth Development has been leading this pivotal work throughout Dane County, consistently aiming to pilot new and innovative programs, developing alternative options for existing programs, all while seeking new opportunities for continued growth. In partnership with other community organizations and systems partners, this has culminated in the dynamic portfolio of workforce development programs offered today for the youth of the Madison-area community. Additionally, by leveraging our networks of community partners, and our housing work within low-income communities in Madison, we are uniquely positioned to connect directly with youth who face significant barriers to employment.

Neighborhood Food Solutions was founded under the principles of engaging community members and promoting their participation in learning more about the systemic and community-based impacts of food accessibility while working to develop strategies to create economic opportunities related to food systems. NFS has been working in solidarity with the youth and families living in South Madison since 2009, implementing innovative urban agriculture work experiences for both youth and adults experiencing systemic isolation from resources and opportunities. The initiatives developed by NFS prioritize supporting community members who identify as BIPOC and LGBTQIA+, and those who come from Madison's most marginalized neighborhoods. Neighborhood Food Solutions is a pillar for the South Madison community and works diligently to support and promote the well-being of the community through their innovative and dynamic programs.

2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.

Common Wealth Development specifically prioritizes working with individuals who identify as BIPOC, LGBTQIA+, are from low-income households and who have previously experienced, or are currently experiencing significant barriers to employment. Common Wealth has several avenues of engagement in connecting and building relationships with

this group of community members, one being through the other Common Wealth program areas, such as our Adult Workforce Development programs and our low-income housing portfolio. Through all of our programs and initiatives, Common Wealth staff build trusting and lasting relationships with individuals and families working towards stabilization while supporting them in accessing needed resources. Another network Common Wealth participates in and utilizes in building and maintaining trusting relationships is the network of community and school-based social workers and support staff who work with youth and their families and can refer students to the appropriate programs. With this method of maintaining consistency and utilizing a network of professionals with the shared goal of supporting youth, Common Wealth can provide comprehensive and individualized supportive services tailored to meet the needs of families.

Through partnerships and external supports, Common Wealth also engages youth through in-person and virtual recruitment within Madison Metropolitan School District (MMSD) and the Youth Employment Network (YEN). Staff maintain a consistent presence in the four major high schools, develop relationships with school staff, and provide ongoing opportunities for relationship-building between program sessions. Common Wealth's involvement in the development of YEN and consistent presence in meetings, regular and mutual referrals to partner organizations in pursuit of supporting BIPOC, LGBTQIA+, and youth experiencing barriers also allows for a network of supportive relationships, and ensures seamless and similarly oriented support that best meets the needs of youth.

Each of our Youth Workforce program options begins with a recruitment phase that incorporates a one-on-one intake, where an in-depth conversation around overall family stability and household needs is included, so that staff may develop a thorough understanding of the youth participant's life. Common areas of need that affect the overall success of our youth participants include academic tutoring, housing stabilization, mental health services, childcare assistance and resources for other family members. Utilizing the aforementioned internal programs offered by Common Wealth and connections with external partner networks, referrals can be made to connect youth and families to additional services.

Through our Youth Workforce programs, we offer a continuum of options to support the long-term growth and development of BIPOC, LGBTQIA+, low-income and court-involved youth, and meet them where they are to foster long-term relationships. Whether a youth begins their work with CWD at the beginning of that continuum or later on, they're met with comprehensive support and mentorship from Common Wealth Youth Workforce staff, and a network of supportive services that provide space for the youth to focus on their development, skill attainment, and future goals. Through 31 years of engaged dialogue with communities throughout Madison, Common Wealth Development has become a pillar within the communities we engage with and has developed lasting and authentic connections to the youth and families in the Greater Madison-area.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

Common Wealth Development staff are required to demonstrate fluency in racial justice, systemic and inter-generational racism, and health and gender inequities. In conjunction with university faculty and educational researchers around the US, Common Wealth's leadership has created an internal professional development series as part of our Racial Justice and Health Equity framework. Common Wealth Development staff, across sections and roles are required to have a foundational level of understanding of racial equity and social justice, the relationship between violence prevention and health equity, and systemic and intergenerational racism. Staff are expected to be able to demonstrate an understanding of the historical context of those issues and how they have impacted the families that live in the community today, and how this history reifies barriers to educational and economic success. for the people Common Wealth works in solidarity with. Specific to the Youth Workforce Development section,

Youth Employment staff are expected to complete trainings on trauma-informed care practices, critical pedagogy, culturally responsive leadership and supervision, and best practices for working with youth in educational settings. Youth Employment staff are required to have experience working with youth in an instructional capacity, and experience working with people from low-income households and racially diverse backgrounds.

Common Wealth staff in supervisory or management roles are required to maintain their professional growth through ongoing and regular professional development trainings as well. Supervisors and management staff complete development trainings on topics including management principles and techniques, reporting and nonprofit management technical skill trainings. Common Wealth is invested in the development of our managerial staff, and have paid for managers and directors to attend continued education at local colleges and Universities, including the Social Innovation and Sustainability Leadership Graduate Certificate at Edgewood College and the Mid-Level Management Certificate offered through UW-Madison.

The curriculum and training materials for the Program for Entrepreneurial and Agricultural Training (PEAT) were developed by Common Wealth staff in partnership with the support of technical assistance staff through the University of Wisconsin in partnership with Neighborhood Food Solutions programmatic aims. The primary basis of the lessons and training modules is from the John's Hopkins FoodSpan: Teaching the Food System from Farm to Fork curriculum and focuses on the interconnectedness of food systems, barriers to accessing healthy food, the threats that exist and impact food systems, climate change, and sustainability. Tailoring the lessons to meet the specific aims of PEAT, selected modules of primary focus include analyzing the food system, looking at food policy and the hunger gap, and the tenets of sustainable farming. PEAT facilitators spend the weeks leading up to the start of program finalizing curriculum and reviewing the eight-week program plan to ensure all sessions and the entire team is prepared.

### **Partnerships, Collaboration & Coordination**

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.

a. Organizations and groups that work with youth, young adults and/or adults.

Common Wealth Development is a founding and participating member of the Youth Employment Network as well as the Steering Committee for the Youth Employment Network, a collective of Madison area nonprofit and youth or community-serving organizations working to develop and build up the community together. The Youth Employment Network of Greater Madison was formed under the leadership of Briarpatch Youth Services, Common Wealth Development, Goodman Community Center, and Operation Fresh Start in 2016, and was opened to all youth employment service organizations in 2017 in order to more effectively serve the community. The group's vision consists of a continuum of complementary and culturally-responsive programs and services designed to meet the needs of youth and our workforce. By capitalizing on the unique strengths of each agency and its collaborative partnerships within the broader youth employment service network, the group is able to offer a wide array of programs suited to the interests and abilities of youth. In addition to our involvement with YEN, Common Wealth Development also partners with Goodman Community Center, another YEN organization, to support our joint efforts in building up the youth workforce, providing them with the social, emotional, and employment skills necessary to thrive and pursue their postsecondary educational, employment, and career goals. Common Wealth also has an ongoing relationship with Operation Fresh Start, another YEN organization, through a standing policy to prioritize OFS in the completion of rehabilitation and construction projects supporting our low-income housing portfolio and commercial properties.

One of Common Wealth's long-term partners in coordinating and executing the Youth-Business Mentoring Program has been the Madison Metropolitan School District (MMSD) through their main high school campuses as well as the subsets of smaller innovative and alternative schools. MMSD has partnered with

Common Wealth in this work since the pilot initiative at East High school in 1991, and Common Wealth staff have worked diligently over the last 30 years to develop strong and trusting relationships with school staff and the youth and families within those school communities. In 2020, Common Wealth partnered with MMSD to facilitate the Experiential Learning Program across the district. Students enrolled in the Experiential Learning Program select between two tract options: Work Based Learning (WBL) and Youth Apprenticeship (YA). WBL students are eligible to earn elective credits at school for working their part-time jobs and reflecting on the skills they develop through that experience. YA students select a specific pathway that they'd like to pursue, enroll in related coursework, and complete similar reflections on their skill development at their apprenticeship placement. Common Wealth staff conduct weekly in-person office hours at each of the four main high school campuses: Madison East, Madison West, LaFollette, and Memorial High schools.

- b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

Specific to both YBMP and our Program for Entrepreneurial and Agricultural Training (PEAT), Common Wealth works in partnership with Neighborhood Food Solutions to employ and support youth who have a passion or interest in learning more about food systems, urban agriculture, and access to healthy food to learn on-the-job skills related to those pathways. Graduates of the YBMP two-week training can opt to participate in PEAT as their job placement and gain specific experience in the agricultural pathway. Students who select PEAT as their job placement complete an eight-week hands-on experiential learning job placement, working on a farm and completing coursework on topics such as food systems, healthy food preparation, marketing and economics, and an analysis of the systems that impact access to healthy food for marginalized communities. Common Wealth also coordinates the hiring of food systems technicians to support the day-to-day operations of PEAT.

- c. Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

In addition to the organizations listed above including Madison Metropolitan School District, the Youth Employment Network and more specifically Goodman Community Center and Operation Fresh Start, who specifically focus on working with people from low-income households, women, immigrants, individuals who identify as BIPOC and/or LGBTQ+ community members, Common Wealth Development is a member of the Dane County Youth Provider Network, chaired and organized by Heather LeMonds and staffed by various Dane County social workers. The group meets monthly to touch base about programmatic updates, upcoming opportunities, and key items the whole group can benefit from knowing. Common Wealth attends all of these meetings and provides the group with updated program information so youth involved in the network of social workers can have access to upcoming programs.

- 2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

Neighborhood Food Solutions (NFS), a Madison-based nonprofit organization founded and led by Robert Pierce developed PEAT in 2009 and partnered with Common Wealth to assist in planning, coordinating, and facilitating the program. Through our partnership, Common Wealth handles the logistical planning stages of the program recruits youth participants, handles any ongoing behavioral or performance issues that come up with the group of students, and delivers supplementary lessons to the group of students throughout the program. NFS provides the urban agriculture work opportunity, providing the farm and plants that the youth will cultivate over the summer, offering expertise in entrepreneurship and operating a business, and supporting the students' learning by offering hands-on

practice with the concepts from the curriculum. NFS receives technical assistance from Olivia Parry (Dane County Planning & Development) who was involved in the initial development of PEAT in 2009. NFS and Common Wealth work in close partnership to execute PEAT and offer Madison-area youth the unique experience of an in-depth urban agriculture experiential learning program.

The aforementioned organizations and institutions that Common Wealth collaborates with are largely the same organizations we intend to continue to partner with to coordinate services and continue to promote the overall growth and development of the youth workforce in Madison. Common Wealth has partnered with Madison Metropolitan School District to facilitate the Experiential Learning program, and their continued support of all our program initiatives will be a vital facet of the success of our recruitment efforts and program aims moving forward. Similarly, Common Wealth's continued commitment to the Youth Employment Network and its member organizations' missions allows for each organization to promote one another's aims and limit overlapping service opportunities.

### **Program Design**

1. Describe the organization's program and proposed service delivery plan including recruitment and selection of participants, individual assessment process, anticipated number to be served, who will be served, duration, location, and goals.

[Program Description] PEAT was developed in 2009 in partnership with South Madison Farmer's Market (genesis of Neighborhood Food Solutions), the Dane County Department Planning & Development, Community Action Coalition, and Common Wealth to support at-risk youth, address racial disparities, and improve access to fresh & healthy foods. Using agricultural enterprise, PEAT engages low-income & at-risk youth in providing tailored weekly lessons delving into the intricacies of food systems and urban agricultural practices and an experiential learning work experience to practice that knowledge and work hands-on in urban agriculture. This model allows youth participants to learn, work, and build confidence to better prepare them for the workforce in a supportive paid experiential learning program. In addition to developing job-related skills and providing mentorship, PEAT emphasizes entrepreneurial education in 3 areas including budgeting, marketing, and sales to expose them to the basics of owning a business. Youth will gain an understanding of food deserts and the importance of fresh foods in a healthy diet. Common Wealth Development in partnership with Neighborhood Food Solutions (NFS) will recruit 9 youth, provide pre-employment training, and employ them in urban agriculture on the South side of Madison, while offering targeted entrepreneurial training in weekly lessons.

In collaboration with NFS, Common Wealth will provide pre-employment training, mentorship, paid summer employment in urban agriculture, and on-going training in entrepreneurial skills and principles. PEAT aims to work with low-income and at-risk youth in an urban agriculture setting to develop pre-employment and basic entrepreneurship skills including, but not limited to, interview preparation, employment expectations and responsibilities, and agricultural enterprise including crop cultivation, harvesting, budgeting, marketing, and fresh produce sales; develop youth leadership activities to facilitate understanding of their strengths and weaknesses in a paid-employment setting; and provide an opportunity for youth from marginalized help facilitate socially and culturally marginalized communities to take control of their food access and to create employment opportunities.

PEAT will be offered as part of a continuum of youth employment programs at Common Wealth, helping youth develop the incrementally more rigorous and refined professional skillset to move on to other programs, including the Wanda Fullmore Youth Internship Program (WFYIP) or the Experiential Learning and Leadership Academy (ELLA). Youth participating in PEAT will have already graduated from Common Wealth's Youth Business Mentoring Program (YBMP) training portion where they began their initial skill development and gained connection to a Common Wealth mentor. Through that experience, Common Wealth's staff identify youth who have passion or interest in urban

agriculture, and present PEAT as their potential job opportunity for completing YBMP. Youth who elect to enroll in PEAT are identified no later than April 30th to begin the onboarding and intake process and start planning for the pre-season work necessary to cultivate crops during the 8-week internship. This continued training following YBMP specifically tailored to PEAT topics builds a foundation of pre-employment skills and financial literacy concepts, but it also allows participants time to develop relationships with program staff and their peers in the PEAT cohort. As the summer approaches, youth will begin working at a farm in South Madison for a few hours per week through late May and early June, leading up to the start of PEAT in mid-June. During the eight-week program, youth will work four hours every day, Monday-Friday, cultivating crops on the farm, refining their workplace skills and building relationships with peers and staff. Each week, youth will be led through progressive urban agriculture activities under the supervision and mentorship of a Neighborhood Food Solutions farm supervisor and a Common Wealth PEAT facilitator with the technical expertise to assist in the urban agriculture and food systems lessons while providing supportive mentorship to youth and ensuring regular team communication amongst all staff involved and Common Wealth leadership. In addition to the two staff supervising the youth on the farm daily, Common Wealth will have a PEAT support liaison who assists in the facilitation of supplemental lessons, handles daily program logistics, maintains regular communication between team members, and supports the youth and their families through the program. To coordinate the program and ensure frequent communication amongst the various staff, weekly PEAT meetings are held on Friday afternoons to reflect on the week prior and prepare for the week ahead.

PEAT will have a special focus on civic engagement and will facilitate youth engagement in the larger community. PEAT uses community events that include, but are not limited to, community field trips, farm tours, cooking lessons and demonstrations, and presentations to engage their families, friends, & neighbors to share their experiences. The goal is to offer a chance to reflect on what they have learned and communicate it through a presentation and tour of their worksite. By sharing their accomplishments, youth participants receive recognition from their family and community and build self-esteem, as well as foster pride in their work. Indirectly, this effort also engages the broader community to learn about new recipes; the business of farming and farmer's markets; fresh, local, and healthy food choices; and access to good food in general. Assessments will include post-tests following each learning lab, the successful application of skills in urban agriculture, progress towards earning the Employability Skills Certificate, and participant reflection culminating in a presentation or project at the end of the program. Youth's long-term career plans will also be assessed by the Common Wealth PEAT lead facilitator Common Wealth PEAT liaison, and appropriate follow-up services and connections to other opportunities will be formulated at the end of the program. A PEAT evaluation form will be provided to all youth and staff to identify and help capture overall programming successes and areas for improvement.

Concurrent with their experiential learning work placement, PEAT participants are automatically enrolled in MMSD's Experiential Learning Program under the Work Based Learning tract through which they earn elective school credits for the work completed over the summer. The requirements of the Experiential Learning Program align well with those of the PEAT, as youth develop goals for the summer, complete regular check-ins, and deliver a capstone presentation as a final reflection on their work. Upon completion of the program, youth are eligible to earn a minimum of 1.0 elective credit and the Department of Public Instruction's Employability Skills Certificate that they can carry forward into future roles.

[Anticipated Number to Serve & Target Population] PEAT serves nine Madison-area youth ages 14-17 and prioritizes supporting youth who identify as BIPOC, LGBTQIA+, youth who have experienced or are currently experiencing significant barriers to employment including homelessness, pregnancy or parenthood, qualifying for free or reduced lunch at school, residency in an NRT-targeted or underserved neighborhood, and/or having contact with the foster care, child welfare, or juvenile justice systems.

[Timeline, Recruitment & Selection] PEAT will utilize Common Wealth's strong recruitment strategies already in place for the Youth-Business Mentoring Program. We will advertise the program application opportunity in advance with neighborhood center staff, Madison high school staff, social workers, representatives of MSCR, PASS AmeriCorps members working in the Madison community, the Dane County Youth Resource Network Listserv, the Latino Support Network Listserv, and Dane County Neighborhood Intervention Program staff in order to generate awareness in the community and begin receiving referrals from our various community partners. We will actively recruit from our pool of previous program participants in our other youth employment programs to support progression through a continuum of employment opportunities. In addition, we will utilize our partners in the Youth Employment Network and Neighborhood Food Solutions for support with recruitment efforts, as well as send notification flyers to youth in the appropriate age group who applied to YBMP in the past but were not accepted due to our program's capacity.

Youth accepted into the program are assessed in a one-on-one intake meeting prior to the start of the PEAT program. In our intake, we discuss the activities they're involved in and their hard and soft skills, their interests, goals they have for the duration of the program, and any previous experience working or participating in another employment program. We ask questions about the youth's family, noting when other family members may benefit from a connection to other employment programs and services. Common Wealth staff also contact the youth's parents/guardians and any case managers, social workers, counselors, or other adults working with the youth in an effort to establish a thorough understanding of everything the youth is dealing with and to build cohesion in a supportive network of services. Youth who participate in PEAT begin this initial intake and onboarding work in late April or early May, prior to the start of the weekly farm work to begin in mid-May.

Following our intake with each youth participant, we will have a thorough understanding of the needs of the youth and their family members as it concerns overall stability. Common areas of need that affect the overall success of our youth participants include academic tutoring, child care assistance for other family members, housing stabilization, mental health services, and employment training programs for other family members. Utilizing our internal programs and connections with external partners, we will make referrals and connections to other services. Common Wealth has a robust affordable housing program, and we refer families to our Housing Specialists in order to learn about available apartments, begin the application process, and/or be added to our interest list. If we do not have apartments that fit the needs of the family, our Housing Specialists make referrals to other rental programs and organizations, such as Tenant Resource Center. We also have an adult employment program section to which we refer adult family members who qualify for those services focused on helping participants gain employment.

[Duration & Location] PEAT participants will be recruited through Common Wealth's established channels of recruitment utilized for YBMP and through our partnership networks reaching across Dane County. Youth participating in PEAT will complete their onboarding and intake no later than the first week in May to allow for ample time to prepare and cover expectations for the duration of the summer program. Beginning in mid-May, PEAT participants work an average of four hours per week for the remainder of the school year, completing the preparation work to cultivate crops, develop a sense of community within the cohort, and build relationships with the PEAT facilitation team. In mid-June, PEAT officially commences, with youth working on the farm in South Madison twenty hours per week, four hours per day Monday-Friday, through mid-August. At the end of the eight-week internship, Common Wealth staff complete exit meetings with PEAT participants to formally close them from the program. During the exit meeting, staff gather program feedback, recommendations, and reflections on the youth's participation in the program. During this meeting, staff also help the youth think through their next steps, offer continued support if desired, and to reflect on how this experience has shaped their future academic and career plans. Common Wealth staff will lead the exit and reflection process with youth participants and assist them in thinking through the development of their next steps and how they'll continue to utilize the skills and insights they

developed over the duration of PEAT. Through the partnership of coordinating and executing PEAT over the last 13 years, Common Wealth will continue the work already started towards developing stronger evaluation metrics and long-term tracking of youth success by checking in with PEAT graduates at 6 months, 12 months, and 24 months after being exited from PEAT. During this time staff will also connect youth with other programs in the Common Wealth continuum of youth employment programs or refer them to opportunities within our networks to build upon our established mentoring relationships and support overall growth of our participants.

2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.

The Program for Entrepreneurial and Agricultural Training (PEAT) is a voluntary program that YBMP graduates can opt to participate in as their job placement. Common Wealth has developed a strong recruitment plan in the over thirty years it's been actively engaging Madison-area youth in supportive pre-employment workforce training programs. As youth complete their session of YBMP, they are slowly developing a rapport with their Common Wealth facilitators and future mentors, who will assess future interests and goals and present PEAT as a job opportunity after the two-week training period. Youth who complete the training and express interest in PEAT complete an interest form and are put on an enrollment list, to complete onboarding and PEAT-specific intake process in late-April or early-May. The recruitment process for PEAT, as it is a direct pipeline from the school year's cohort of YBMP graduates, is an ongoing process until all nine spots are filled. If there are still a number of open PEAT positions in the early spring, recruitment materials and a PEAT interest form are advertised with neighborhood center staff, Madison high school staff, social workers, representatives of MSCR, the Dane County Youth Resource Network Listserv, the Latino Support Network Listserv, and the Dane County Neighborhood Intervention Program staff to generate awareness in the community and begin receiving referrals from our various community partners. Common Wealth also includes youth opportunities in all of our regular communication with residents in our housing, and in all communications with partners supporting Common Wealth's other program areas (housing, small business development, violence prevention). Often, program participants become interested by word-of-mouth referral from previous participants and their families. By leveraging our continued partnerships including Madison Metropolitan School District on the Experiential Learning program and Neighborhood Food Solutions, who have strong ties to the youth and families living and working in South Madison, Common Wealth is able to share this program opportunity widely, and reach the youth of Madison who would most benefit from this paid experiential learning opportunity.

3. Describe how your program includes input or suggestions from target population served in your program design and operation.

Feedback from participants, their families, staff, and partner organization staff are all important pieces of information that are gathered and leveraged to improve upon future program iterations. Participants are asked for regular feedback throughout the program, typically in scheduled check-ins or through regular communication channels, which is helpful feedback for making small adjustments on a weekly basis to improve participant experiences. At the completion of the program, all interns, their families and care teams, staff and partner organization staff are all asked to reflect on their experience over the summer, share recommendations for improvement, and elaborate on the components that worked well for them and those that didn't. That feedback is then incorporated directly into the final report that will be reviewed during planning for the next year.

To gather the feedback, each intern completes an anonymous survey, an assessment to measure skill development, and completes a one-on-one exit interview with staff to offer recommendations, reflections, and overall experiences. A feedback survey is sent to intern guardians and care teams (social workers, case managers, and any other key support people) to offer a space for their specific reflections, after supporting their intern in completing the summer's work.

As youth progress through CWD's continuum of programs, they're encouraged to reflect on their overall growth and development to highlight areas of exceptional growth and discuss areas for continued development. Common Wealth's Youth Workforce Development programs promote the long-term development of youths' readiness to enter the workforce and building opportunities for supportive and reflective skill development allows for the opportunity to continue refining their skills and interests.

### **Theory of Change & Logic Model**

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:

- a. Past service outcomes and other accomplishments that validate your approach.
- b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.
- c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.

a. Past service outcomes and other accomplishments that validate your approach.

Report data outlining quarterly program outcomes for the Program for Entrepreneurial and Agricultural Training (PEAT) submitted to the City of Madison, demonstrates the efficacy of this program. Looking specifically at data from the data compiled over the last several years (2018-2021) outcome metrics outline consistent results in training exceptional employees who demonstrate appropriate workplace behaviors, as reported by their supervisors. Across the years 2018-2021, thirty-two youth have participated in PEAT, with thirty demonstrating appropriate workplace behaviors, or 94% of participants. Similarly, outcome measures detailing participants' successful enrollment to work towards the Employability Skills Certificate, of the thirty-two participants, twenty-five were MMSD students and eligible to meet this criteria. Of the twenty-five, twenty-four or 96% of participants met this objective.

Exit interviews completed by participants offers detailed insight into the value participants felt regarding the bond developed amongst the cohort during training along with the impacts of Common Wealth and Neighborhood Food Solution staff supports and field trips. Components of the program that youth reflected they valued most were growing closer to their peers over the summer, going on community field trips, cooking together weekly, and learning more about the basics of growing your own food. To incorporate more long-term data tracking and outcome metrics, Common Wealth will be implementing more check-in points six-months, twelve-months, and twenty-four months after program completion. These check-ins also provide opportunity for staff to maintain contact with you and their families, assess for overall stability after the program, and continue to offer resources if necessary. PEAT exit materials have also been digitized to allow for the manipulation and accumulation of easily accessible long-term tracking data.

b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.

The Program for Entrepreneurial and Agricultural Training (PEAT) employs several best practice methods that offer participants a supportive and effective work experience. Youth participating in a structured and paid cohort work experience have the opportunity to build community, learn in a group format, while also participating in lessons and practicing the skills they're learning. Offering learning experiences to youth with a cohort model typically increases the perceived level of inclusiveness and promotes greater collaboration amongst cohort members (Brooks, 1998; Shanahan and Sheehan, 2020). Similarly, having a selective process of competitive cohort placements who all enter the work from the same level of novice technical knowledge promotes the skill development and overall professional learning of the cohort (Barnett, Basom, Yerkes, & Norris, 2000; Reynolds & Hebert, 1998; Peel, Wallace, Buckner, Wrenn, & Evans, 1998).

The experiential learning environment offered through PEAT draws its intellectual merit from its potential to develop structured workforce development opportunities through experiential learning modules for youth, and comes from the application of supplemental educational teaching methods that have been proven to be effective for youth who have experienced trauma and / or toxic stress (Brown, 2010; Hbrowski & Maton, 1998). Researchers have established that children who experience traumatic events are much more susceptible to the extreme effects of PTSD (Garbarino et. al, 1992; Garbarino 1995, 1999, 2008; Perry, 2007). The detrimental impact of early life stress on neural function (McEwen, 2007), neuroplasticity (Regev & Baram, 2014), and emotional well-being (Andersen, 2003) is well-established, and known to compromise the ability of conventional educational interventions to meet the needs of youth who have been exposed to highly traumatic situations or to chronic toxic stress. Providing youth with experiential learning opportunities—particularly nature-based and/or food-cultivation strategies—is a proven method to mitigate stressors faced by youth who have been exposed to significant trauma (PolicyLink 2013, Prevention Institute, 2017). PEAT draws on this research and provides a space for youth to develop content knowledge, social skills and other intangibles, and is particularly structured to support youth who are experiencing significant stressors and/or toxic stress.

c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.

Comprehensive feedback and outcome metrics are both key components of the program model and structure. Common Wealth gathers feedback from the program participants, their care teams and guardians, and from their PEAT facilitation staff about their performance over the summer. The feedback and outcome metrics gathered are incorporated into the program year's final report and are reviewed during the planning stage for the upcoming year. Review of prior year recommendations allows ample time for program staff to make changes, implement recommendations, and for the team to discuss potential strategies for how challenges can be addressed. Additionally, Common Wealth's experience coordinating and executing the Program for Entrepreneurial and Agricultural Training over the last 13 years in partnership with Neighborhood Food Solutions means we are uniquely situated to take the long-term program feedback and outcome metrics tracked to continue to build upon existing progress and execute an increasingly dynamic and effective program model that continues to meet youths' needs and offer a rigorous learning experience.

2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

Through Common Wealth's holistic approach to gathering feedback about program impacts, staff incorporate the feedback from care teams, program facilitation staff, and youth participants directly into final reports to improve the services. Gathering feedback and incorporating it into the reports to be reviewed for the upcoming program year ensures the recommendations and reflections are kept at the forefront of program development and planning. Common Wealth's prioritization of participant feedback maintains that their direct experiences are kept at the center of our planning conversations and year-to-year their feedback is leveraged to adjust program operations and structure. Our persistent method of garnering feedback, open discussion, and flexibility ensures the program is under a consistent state of responsive adjustments to best meet the needs of the youth in the program and provide services most relevant and responsive to the current cohort. This methodology allows Common Wealth to provide a competitive, responsive, and rigorous program to Madison-area youth.

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services.

As is outlined above, regular and frequent participant feedback is a staple for our program review and development process. Participant feedback is gathered through weekly check-ins and allows for moderate adjustments to be made

during the program. These adjustments are typically to improve communication or adjust for preferred teaching methods. At program completion, all youth, their care teams, and the PEAT facilitation team complete extensive feedback and review materials that offer in-depth information to Common Wealth and Neighborhood Food Solutions staff that will be incorporated into the final report. The information requested in those materials includes how the structure of the program worked for the youth, the efficacy of the communication with Common Wealth staff, the degree to which they were able to learn and practice new skills, and how the administrative logistics of the program worked for them. Youth are asked to offer any recommendations for adjusting program components to better serve future cohorts. Parents, guardians, and care teams are asked similar reflections, with a larger emphasis on communication from staff and how they would reflect on the level of support offered to their child throughout the program. PEAT facilitation staff from both Common Wealth and Neighborhood Food Solutions are asked for detailed feedback and recommendations to be incorporated into final reports.

**Budget** - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.

**YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM**  
**AGENCY AND PROGRAM REVENUES**

**Legal Name of Organization:** Common Wealth Development, Inc.

**Total Amount Requested:** \$280,000

**Contact Name and Email for Budget Info:** Stefan Davidson, Stefan@cwd.org

**\*\*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 2023	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	238,071	137,967					100,104
UNITED WAY DANE CO	0						
CITY CDD-This Application	280,000	155,000	95,000	30,000			
OTHER GOVT*	0						
FUNDRAISING DONATIONS**	928,382	160,914	25,502	23,805			718,161
USER FEES	2,534,308						2,534,308
<b>TOTAL REVENUE</b>	<b>3,980,761</b>	<b>453,881</b>	<b>120,502</b>	<b>53,805</b>	<b>0</b>	<b>0</b>	<b>3,352,573</b>

\*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.

**YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM**  
**AGENCY AND PROGRAM REVENUES**

Enter all expenses for the programs in this application under the PGM A-D columns. Enter the amount you would like the City to pay for with this funding under the CITY SHARE column next to the PGM column. Enter all other programs in your agency under NON APP PGMS (last column).

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

ACCOUNT CATEGORY	AGENCY 2023	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
<b>A. PERSONNEL</b>													
Salary	1,187,102	151,811	316,485	122,672	39,620	23,500	25,055	5,639					805,942
Taxes/Benefits	304,790	20,561	41,199	16,728	4,859	3,206	2,732	627					256,000
<b>Subtotal A.</b>	<b>1,491,892</b>	<b>172,372</b>	<b>357,684</b>	<b>139,400</b>	<b>44,479</b>	<b>26,706</b>	<b>27,787</b>	<b>6,266</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,061,942</b>
<b>B. OTHER OPERATING</b>													
Insurance	89,010	0	2,706		245								86,059
Professional Fees/Audit	152,937	5,446	27,015	3,000	2,446	2,446	1,294						122,181
Postage/Office & Program	36,599	57	3,150		285	57	80						33,084
Supplies/Printing/Photocopy	8,000	0	1,905		173								5,922
Equipment/Furnishings/Depr.	0	0	0		0								
Telephone	32,039	1,792	3,229	1,500	292	292							28,517
Training/Conferences	14,100	0	4,000		0								10,100
Food/Household Supplies	41,160	0	0		0								41,160
Travel	15,154	2,000	6,000	1,500	500	500							8,654
Vehicle Costs/Depreciation	0	0	0		0								0
Other	45,690	0	787		71								44,831
<b>Subtotal B.</b>	<b>434,687</b>	<b>9,295</b>	<b>48,792</b>	<b>6,000</b>	<b>4,013</b>	<b>3,295</b>	<b>1,374</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>380,508</b>
<b>C. SPACE</b>													
Rent/Utilities/Maintenance	691,534	3,750	2,404		218		3,750	3,750					685,162
Mortgage Principal/Interest	483,065	0											483,065
Depreciation/Taxes	729,459	0											729,459
<b>Subtotal C.</b>	<b>1,904,058</b>	<b>3,750</b>	<b>2,404</b>	<b>0</b>	<b>218</b>	<b>0</b>	<b>3,750</b>	<b>3,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,897,686</b>
<b>D. SPECIAL COSTS</b>													
Assistance to Individuals	32,690	11,100	9,600	9,600	4,044		1,500	1,500					17,546
Participant Wages	98,508	71,448			55,614	55,614	15,834	15,834					27,060
Participant Taxes/Benefits	13,200	9,967			7,758	7,758	2,209	2,209					3,233
Other	5,725	2,069			4,375	1,628	1,350	441					0
<b>Subtotal D.</b>	<b>150,123</b>	<b>94,584</b>	<b>9,600</b>	<b>9,600</b>	<b>71,791</b>	<b>65,000</b>	<b>20,893</b>	<b>19,984</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47,839</b>
<b>TOTAL (A.-D.)</b>	<b>3,980,760</b>	<b>280,001</b>	<b>418,480</b>	<b>155,000</b>	<b>120,501</b>	<b>95,001</b>	<b>53,804</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,387,975</b>

**YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM**  
**AGENCY AND PROGRAM REVENUES**

Common Wealth Development, Inc.

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

Title of Staff Position*	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023
	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 Manager	0.80	0.10	0.10			1.00	55,000	7,002	62,002	26.44	31,147
Program Coordinator	0.80	0.20				1.00	47,000	6,191	53,191	22.60	32,040
Program Specialist	0.80	0.20				1.00	43,500	5,837	49,337	20.91	29,718
Program Specialist	0.95		0.05			1.00	43,500	5,837	49,337	20.91	23,573
Program Specialist	1.00					1.00	43,500	5,837	49,337	20.91	24,814
Program Specialist	1.00					1.00	43,500	5,837	49,337	20.91	24,814
Site Coordinator (9)			0.09			0.09	43,000	4,126	47,126	20.67	6,266
Subject Specialist (9)			0.09			0.09	43,000	4,126	47,126	20.67	0
Subject Specialiaist (9)		0.09				0.09	43,000	4,126	47,126	20.67	0
Subject Specialist (9)		0.09				0.09	43,000	4,126	47,126	20.67	0
Executive Director	0.26	0.03	0.01			0.30	108,000	12,370	120,370	51.92	0
Finance Director	0.26	0.03	0.01			0.30	77,000	9,230	86,230	37.02	0
Administrative Coordinator	0.26	0.03	0.01			0.30	45,000	5,989	50,989	21.63	0
Administrative Coordinator	0.26	0.03	0.01			0.30	45,000	5,989	50,989	21.63	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
<b>TOTAL:</b>	6.39					7.56	723,000	86,623	809,623	347.56	172,372

\*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

**YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM**  
**AGENCY AND PROGRAM REVENUES**

Please name each program you are requesting funding for next to each funding request.

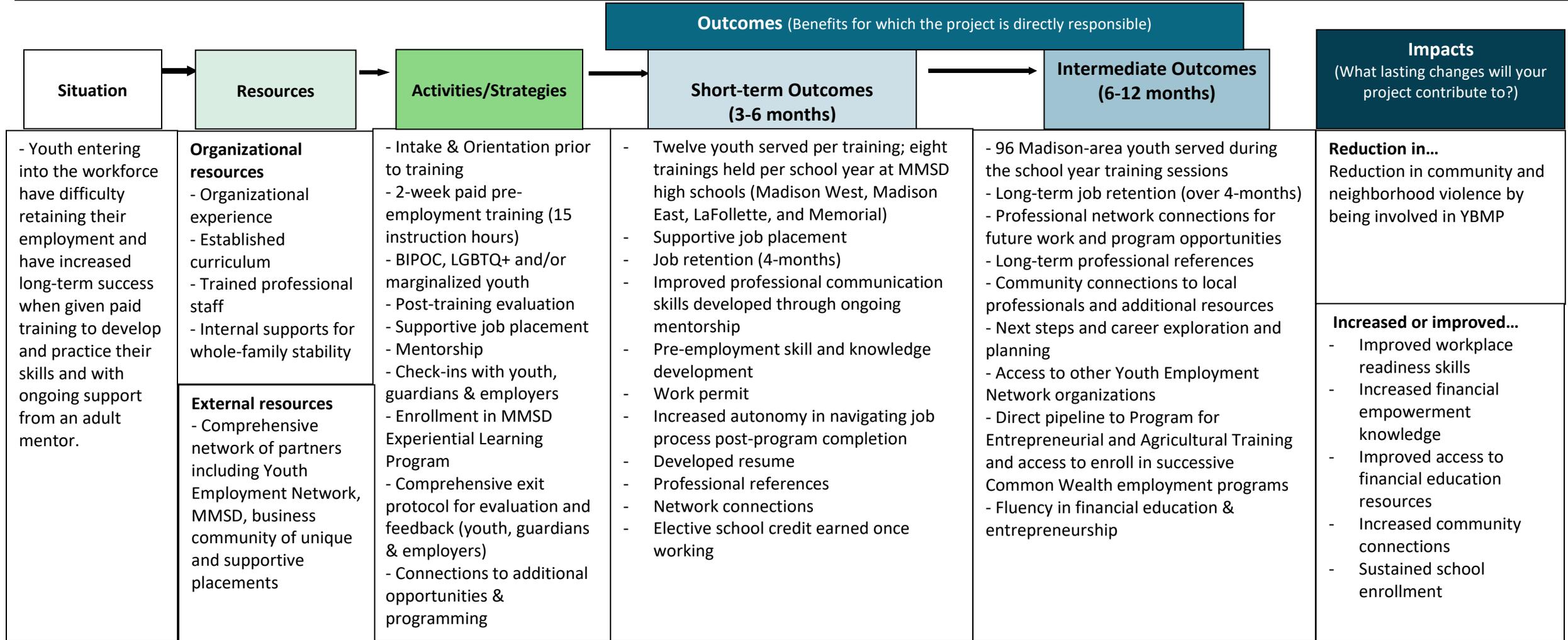
\*\*Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

<b>Pgm Letter</b>	<b>Program Name</b>	<b>Program Expenses</b>	<b>2023 City Request</b>
A	Youth Business Mentoring Program	PERSONNEL	139,400
		OTHER OPERATING	6,000
		SPACE	0
		SPECIAL COSTS	9,600
		<b>TOTAL</b>	<b>155,000</b>
B	YBMP - Wanda Fullmore Youth Internship Program	PERSONNEL	26,706
		OTHER OPERATING	3,295
		SPACE	0
		SPECIAL COSTS	65,000
		<b>TOTAL</b>	<b>95,001</b>
C	YBMP - Program for Entrepreneurial Agricultural Training	PERSONNEL	6266
		OTHER OPERATING	0
		SPACE	3,750
		SPECIAL COSTS	19,984
		<b>TOTAL</b>	<b>30,000</b>
D		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
E		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
<b>TOTAL FOR ALL PROGRAMS</b>			<b>280,001</b>

# Appendix B: Logic Model for YBMP

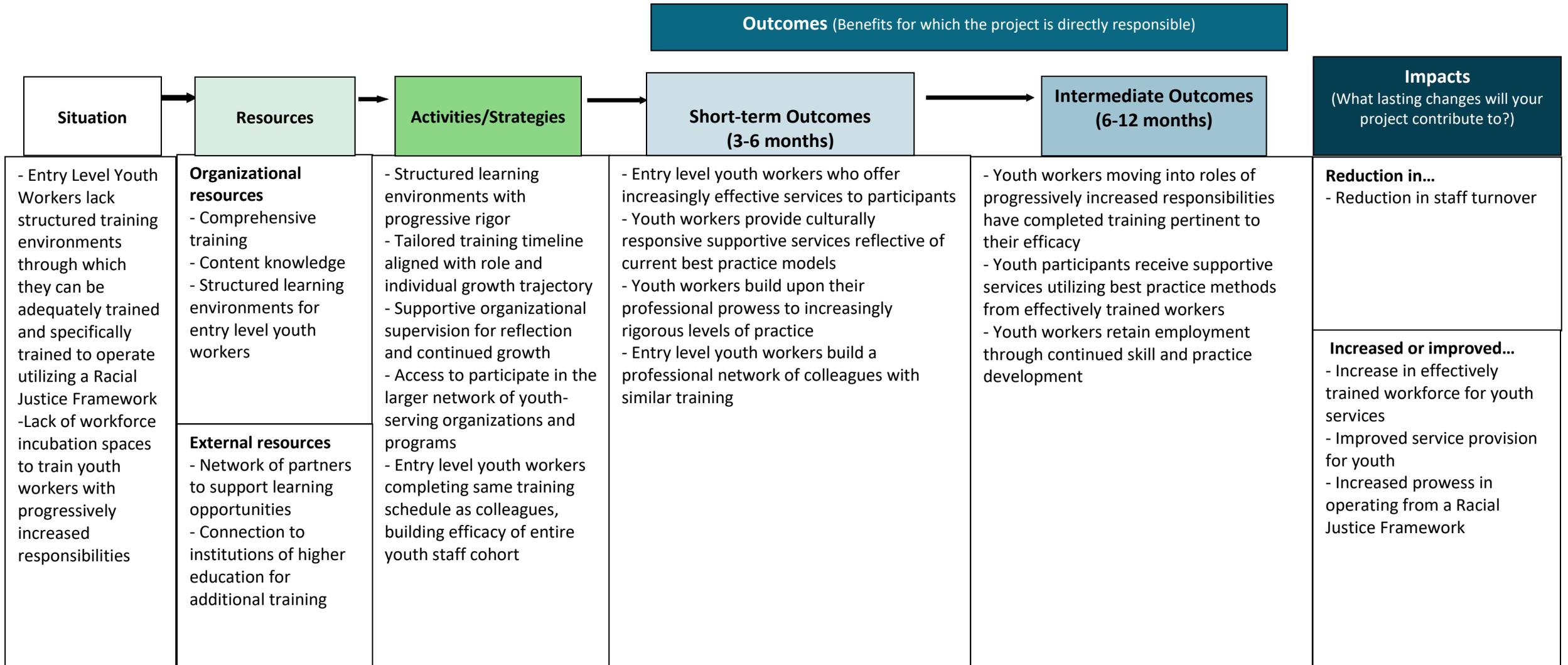
## Youth Business Mentoring Program Logic Model:

The following logic model outlines the identified situation, resources, intervention, outcomes, impacts, and evidence of the Youth-Business Mentoring Program.



Sources of Evidence	Job retention	Pre- and Post-Quiz	Post-training evaluation	Exit Interviews & surveys	Employer check-ins & survey	School enrollment	School credit earned
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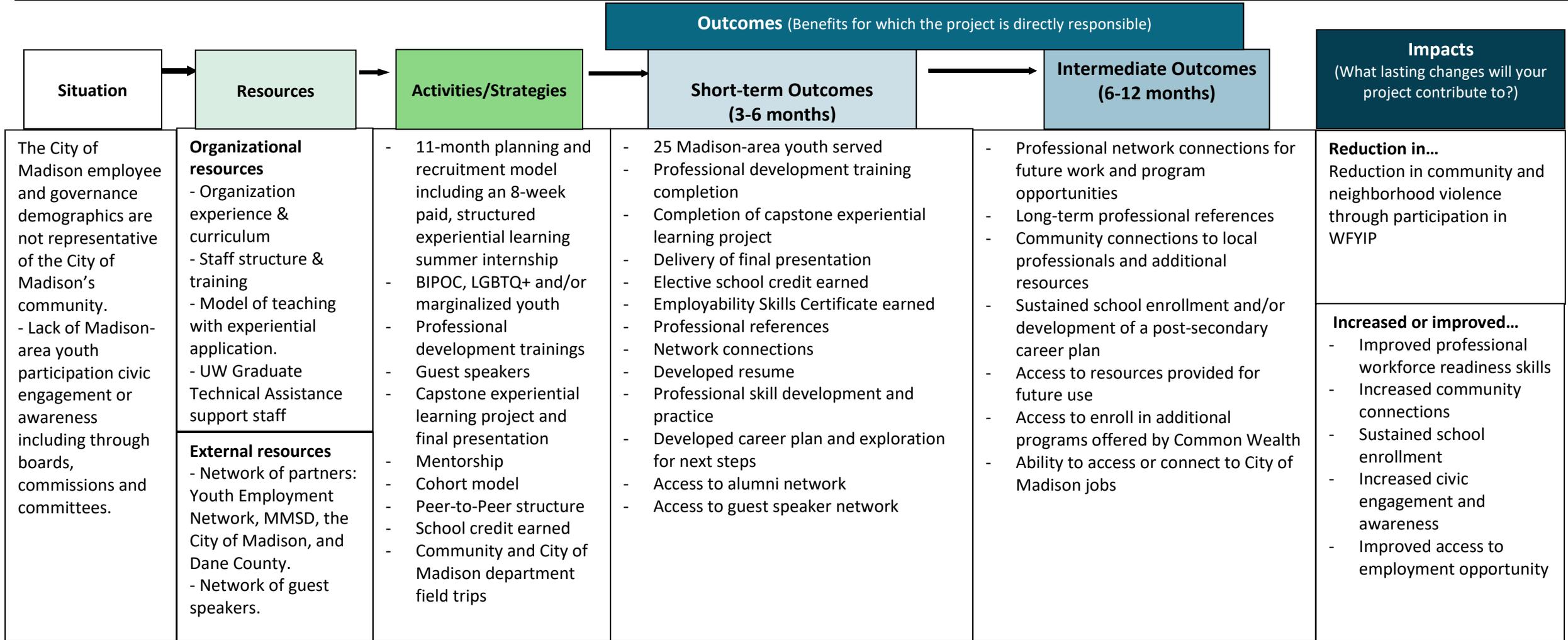
# Appendix B: Logic Model for YBMP



# Appendix B: Logic Model for WFYIP

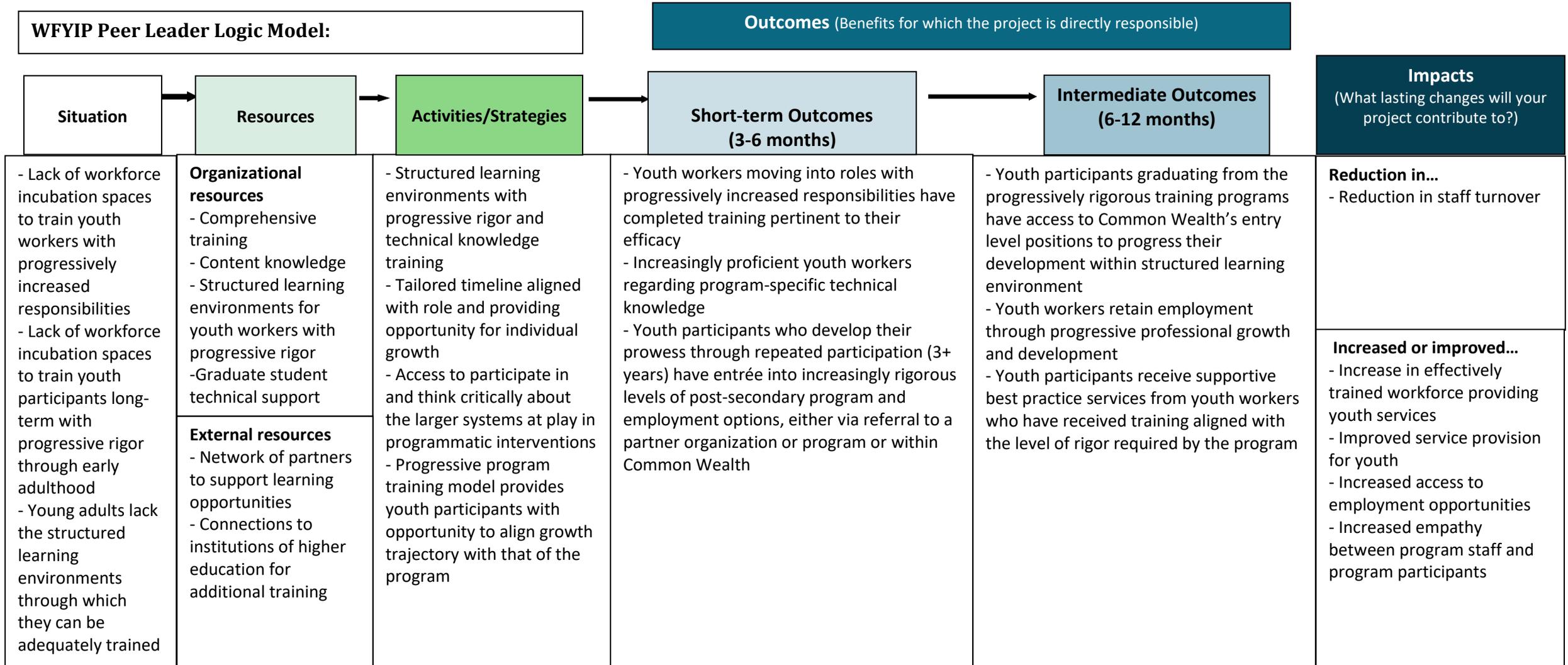
## Wanda Fullmore Youth Internship Program Logic Model:

The following logic model outlines the identified situation, resources, intervention, outcomes, impacts, and evidence of the Wanda Fullmore Youth Internship Program.



Sources of Evidence	Intern Exit Survey and Interview	Guardian Exit Survey	Supervisor Exit Interview	Employability Skills Certificate	School Credit Earned	Peer Leader Exit Survey	School Enrollment
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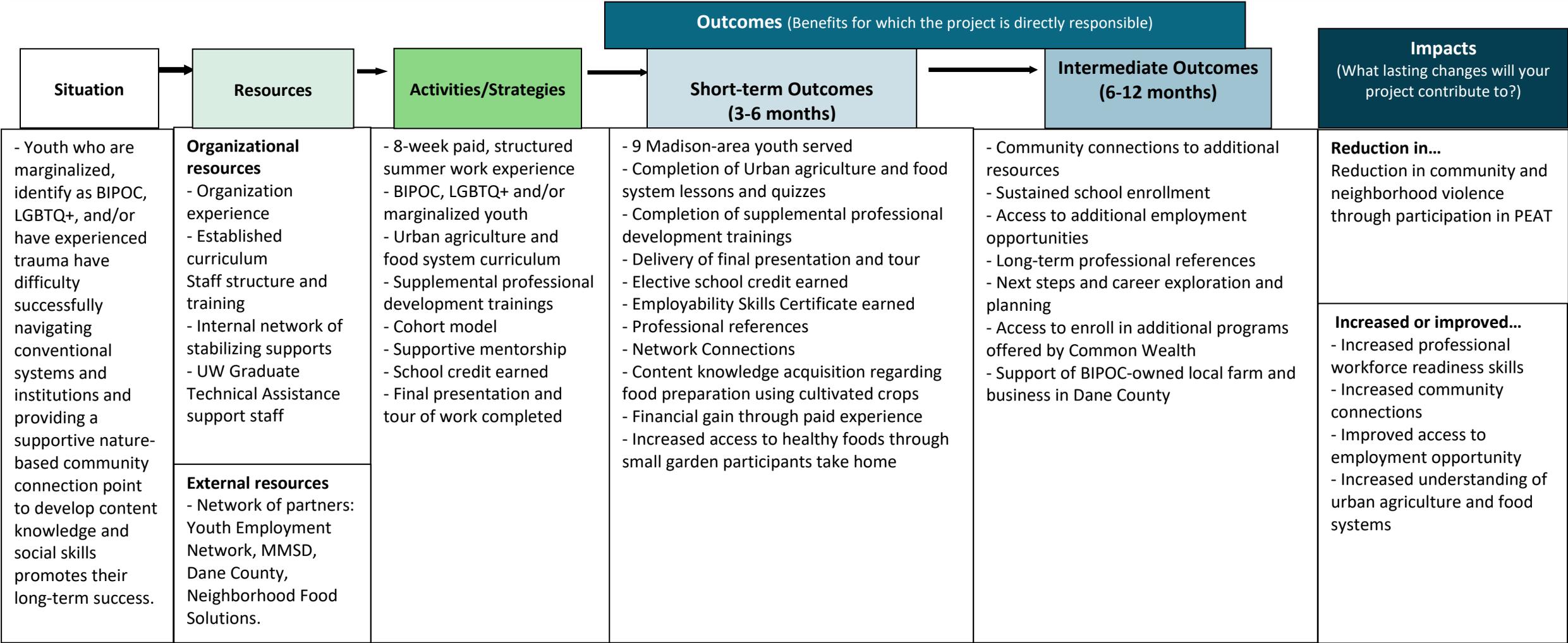
# Appendix B: Logic Model for WFYIP



# Appendix B: Logic Model for PEAT

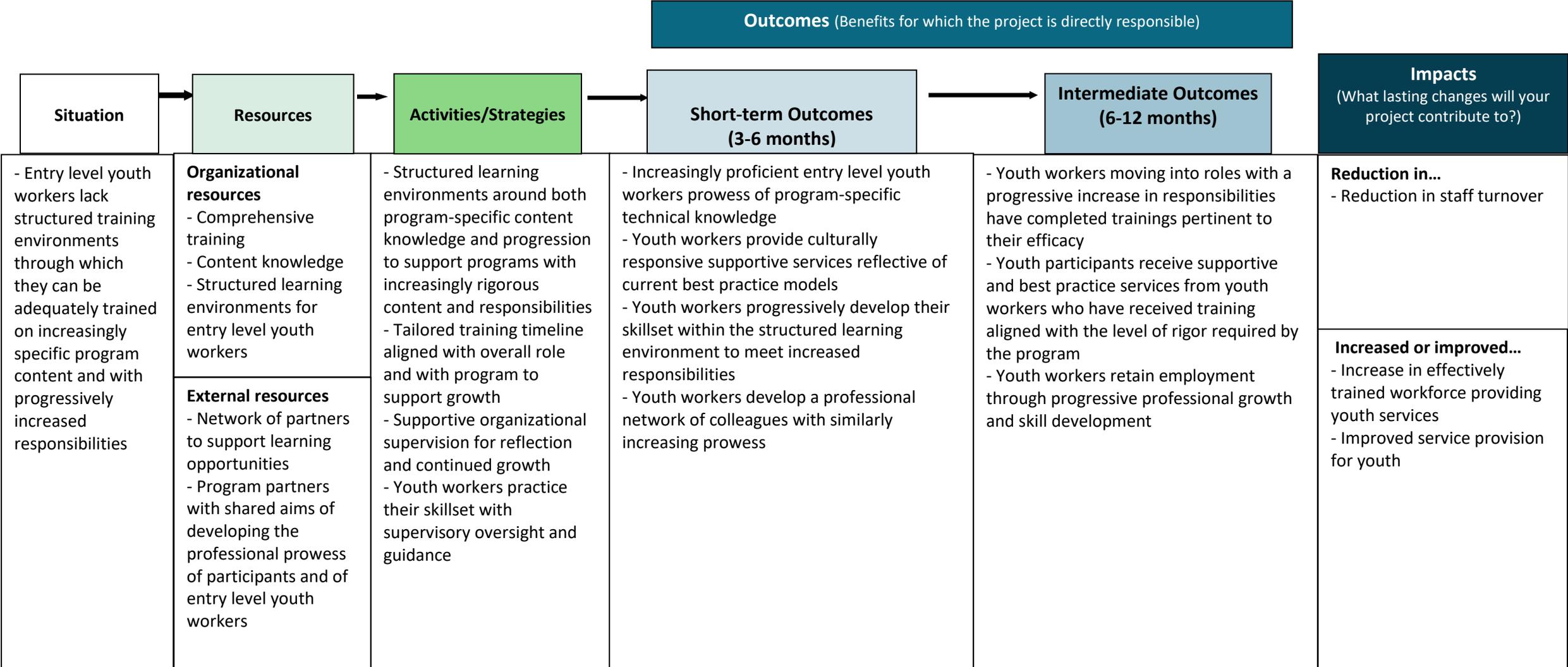
**Program for Entrepreneurial and Agricultural Training Logic Model:**

The following logic model outlines the situation, resources, proposed activities, expected outcomes and impacts, and evidence of the Program for Entrepreneurial and Agricultural Training (PEAT).



<b>Possible Sources of Evidence</b>	<b>Exit Survey &amp; Interview</b>	<b>Guardian Feedback Survey</b>	<b>Pre- and Post-Quiz</b>	<b>Employer check-ins &amp; survey</b>	<b>School Credit Earned</b>	<b>School Enrollment</b>	<b>Employability Skills Certificate</b>
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# Appendix B: Logic Model for PEAT





## **Dane County Department of Human Services Division of Children, Youth & Families**

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**JOE PARISI**  
**DANE COUNTY EXECUTIVE**

Director – Shawn Tessmann  
Division Administrator – Martha Stacker, Ph.D.

July 21, 2022

City of Madison Community Development Division  
215 Martin Luther King Jr. Blvd. Suite 300  
Madison, WI 53703

To Whom It May Concern:

The Dane County Dept. of Human Services Children, Youth & Families Division (DCDHS-CYF) is pleased to offer this letter in support of Common Wealth Development's application for the City of Madison Youth and Emerging Adult Employment grant.

DCDHS-CYF Division has witnessed first-hand the value of Common Wealth Development's workforce development programs. Common Wealth Development has been supporting youth and their families with their program, the Youth Business Mentoring Program, since 1991. Through their facilitation of the Youth Business Mentoring Program, workshops, and other programs, DCDHS-CYF Division, in particular our area of Youth Justice, has had the opportunity to work with a number of youth through Common Wealth's efforts, and looks forward to continuing to do so in future years with the support of Common Wealth staff in our shared goal of promoting the growth and development of the Madison community as a whole.

In their work within the community, Common Wealth Development staff advocates for and supports Black, Indigenous and people of color and LGBTQIA+ students, and specifically those coming from the most marginalized populations of our community. Common Wealth Development works diligently to support youth in accessing employment, promoting long-term success with ongoing and dynamic mentorship. Common Wealth Development seeks to improve immediate access to information and resources and works to dismantle systemic and pervasive barriers that prevent youth from accessing their full potential. The programs that Common Wealth Development offers youth and their families are vital to the healthy growth and development of our neighborhoods.

DCDHS-CYF Division fully supports the efforts of Common Wealth Development as they seek funding to support both their ongoing and new innovative employment programs, which are crucial to the development and growth of our community.

Sincerely,

*Martha Stacker*

Martha Stacker, Ph.D.  
Division Administrator of Children, Youth & Families



August 18, 2022

City of Madison Community Development Division  
215 Martin Luther King Jr. Blvd. Suite 300  
Madison, WI 53703

To Whom It May Concern:

Goodman Community Center is pleased to offer this letter in support of Common Wealth Development's application for the City of Madison Youth and Emerging Adult Employment grant.

Goodman has witnessed first-hand the value of Common Wealth Development's workforce development programs. Common Wealth Development has been supporting the community since 1979 with their dynamic programs and passion for supporting the greater Madison community. Through their commitment to the development of Madison's youth workforce and the facilitation of uniquely tailored programs and initiatives, Goodman has had the opportunity to work in partnership with Common Wealth Development and comprehensively support the youth. Goodman looks forward to continuing this partnership through our shared goal of promoting the growth and development of the Madison community as a whole.

Common Wealth Development staff advocates for and supports Black, Indigenous and people of color and LGBTQIA+ students, and specifically those coming from the most marginalized populations of our community. Common Wealth Development works to support youth in accessing employment, promoting long-term success with ongoing and dynamic mentorship. Common Wealth Development seeks to improve immediate access to information and resources and works to dismantle systemic and pervasive barriers that prevent youth from accessing their full potential. The programs that Common Wealth Development offers are vital to the healthy growth and development of our neighborhoods.

Goodman Community Center supports the efforts of Common Wealth Development as they seek funding to support both their ongoing and new innovative employment programs, which are crucial to the development and growth of our community.

Sincerely,

Letesha Nelson  
Executive Director/CEO

July 25th, 2022

City of Madison Community Development Division  
215 Martin Luther King Jr. Blvd. Suite 300  
Madison, WI 53703

To Whom It May Concern:

GED Option #2 (GEDO2), a graduation program in Madison Metropolitan School District, is pleased to offer this letter in support of Common Wealth Development's application for the City of Madison Youth and Emerging Adult Employment grant.

GEDO2 has witnessed first-hand the value of Common Wealth Development's workforce development programs. Common Wealth Development has been supporting youth and their families with their program, the Youth Business Mentoring Program, since 1991. Through their facilitation of uniquely tailored workshops, specifically developed for the students in our program, GEDO2 has had the opportunity to work in partnership with Common Wealth Development and support the youth in a way that best meets their needs. GEDO2 looks forward to continuing this partnership for upcoming semesters and in future years, all in our shared goal of promoting the growth and development of the Madison community as a whole.

In their work within the community, Common Wealth Development staff advocates for and supports Black, Indigenous and people of color and LGBTQIA+ students, and specifically those coming from the most marginalized populations of our community. Common Wealth Development works diligently to support youth in accessing employment, promoting long-term success with ongoing and dynamic mentorship. Common Wealth Development seeks to improve immediate access to information and resources and works to dismantle systemic and pervasive barriers that prevent youth from accessing their full potential. The programs that Common Wealth Development offers youth and their families are vital to the healthy growth and development of our neighborhoods.

GEDO2 fully supports the efforts of Common Wealth Development as they seek funding to support both their ongoing and new innovative employment programs, which are crucial to the development and growth of our community.

Sincerely,



Joe Koss  
Lead Teacher  
GEDO2  
Office of Youth Re-engagement  
Madison Metropolitan School District

13 July, 2022

Madison Children's Museum  
100 North Hamilton Street  
Madison, WI 53703

To Whom It May Concern:

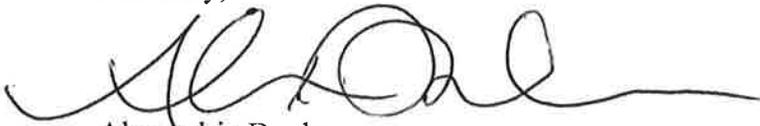
Madison Children's Museum is proud to offer this letter in support of Common Wealth Development's application for the City of Madison Youth and Emerging Adult Employment grant.

Madison Children's Museum (MCM) has witnessed first-hand the value of Common Wealth Development's workforce development programs through the creation of MCM's Teen Workforce in 2016. Common Wealth Development has been supporting youth and their families with their program, the Youth Business Mentoring Program, since 1991. Throughout that time, they have offered their expertise on youth employment to forge a partnership committed to offering youth unique and supportive work experiences. MCM has had the opportunity to work with over thirty students through the program, and looks forward to continuing to do so in future years with the support of Common Wealth staff in our shared goal of promoting the growth and development of the Madison community as a whole.

In their work within the community, Common Wealth Development staff advocates for and supports Black, Indigenous and people of color and LGBTQIA+ students, and specifically those coming from the most marginalized populations of our community. Common Wealth Development works diligently to support youth in accessing employment, promoting long-term success with ongoing and dynamic mentorship. Common Wealth Development seeks to improve immediate access to information and resources and works to dismantle systemic and pervasive barriers that prevent youth from accessing their full potential. The programs that Common Wealth Development offers youth and their families are vital to the healthy growth and development of our neighborhoods.

MCM fully supports the efforts of Common Wealth Development as they seek funding to support both their ongoing and new innovative employment programs, which are crucial to the development and growth of our community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alex Dunham', with a long horizontal flourish extending to the right.

Alexandria Dunham  
Visitor Services Coordinator  
608-354-0552

July 15, 2022

City of Madison Community Development Division  
215 Martin Luther King Jr. Blvd. Suite 300  
Madison, WI 53703

To Whom It May Concern:

The Madison Metropolitan School District (MMSD) is pleased to offer this letter in support of Common Wealth Development's application for the City of Madison Youth and Emerging Adult Employment grant.

MMSD has witnessed first-hand the value of Common Wealth Development's workforce development programs. Common Wealth Development has been offering the Youth Business Mentoring Program in partnership with MMSD since 1991. In 2020, Common Wealth partnered with us to facilitate MMSD's Experiential Learning Program, coordinating with school staff, supporting MMSD students and families, and promoting the growth and development of the MMSD community as a whole.

In their work within the community, Common Wealth Development staff advocates for and supports Black, Indigenous and people of color and LGBTQIA+ students, and specifically those coming from the most marginalized populations of our community. Common Wealth Development works diligently to support youth in accessing employment, promoting long-term success with ongoing and dynamic mentorship. Common Wealth Development seeks to improve immediate access to information and resources and works to dismantle systemic and pervasive barriers that prevent youth from accessing their full potential. The programs that Common Wealth Development offers youth and their families are vital to the healthy growth and development of our neighborhoods.

Madison Metropolitan School District fully supports the efforts of Common Wealth Development as they seek funding to support both their ongoing and new innovative employment programs, which are crucial to the development and growth of our community.

Sincerely,



Carlton D. Jenkins, Ph.D.  
Superintendent



## Madison Police Department

Shon F. Barnes, Chief of Police  
City-County Building  
211 S. Carroll St.  
Madison, WI 53703  
Phone: (608) 266-4022 | Fax: (608) 266-4855  
[madisonpolice.com](http://madisonpolice.com)

July 19, 2022

City of Madison Community Development Division  
215 Martin Luther King Jr. Blvd. Suite 300  
Madison, WI 53703

To Whom It May Concern:

The City of Madison Police Department (MPD) is pleased to offer this letter in support of Common Wealth Development's application for the City of Madison Youth and Emerging Adult Employment grant.

MPD has witnessed first-hand the value of Common Wealth Development's workforce development programs. Common Wealth Development has been supporting youth and their families with their program, the Youth Business Mentoring Program, since 1991. Through their facilitation of the Wanda Fullmore Youth Internship Program, and more recently, our partnership on the Youth Advisory Board, MPD has had the opportunity to work with a number of youth through Common Wealth's efforts, and looks forward to continuing to do so in future years. The support of Common Wealth staff in our shared goal of promoting the growth and development of the Madison community as a whole.

In their work within the community, Common Wealth Development staff advocates for and supports Black, Indigenous and people of color and LGBTQIA+ students, and specifically those coming from the most marginalized populations of our community. Common Wealth Development works diligently to support youth in accessing employment, promoting long-term success with ongoing and dynamic mentorship. Common Wealth Development seeks to improve immediate access to information and resources and works to dismantle systemic and pervasive barriers that prevent youth from accessing their full potential. The programs that Common Wealth Development offers youth and their families are vital to the healthy growth and development of our neighborhoods.

MPD fully supports the efforts of Common Wealth Development as they seek funding to support both their ongoing and new innovative employment programs, which are crucial to the development and growth of our community.

Sincerely,

Shon F. Barnes  
Chief of Police

August 18<sup>th</sup>, 2022

City of Madison Community Development Division  
215 Martin Luther King Jr. Blvd. Suite 300  
Madison, WI 53703

To Whom It May Concern:

Neighborhood Food Solutions is pleased to offer this letter in support of Common Wealth Development's application for the City of Madison Youth and Emerging Adult Employment grant.

Neighborhood Food Solutions has witnessed first-hand the value of Common Wealth Development's workforce development programs. Common Wealth Development has been supporting the community and its families since 1979 with their multitude of dynamic programs and passion for supporting and building up the greater Madison community. Through their ongoing commitment to the development of Madison's youth workforce and the facilitation of uniquely tailored programs and initiatives, Neighborhood Food Solutions has had the opportunity to work in partnership with Common Wealth Development specifically on the Program for Entrepreneurial and Agricultural Training and comprehensively support the youth and larger community. Neighborhood Food Solutions looks forward to continuing this partnership in future years, all in our shared goal of promoting the growth and development of the Madison community as a whole.

In their work within the community, Common Wealth Development staff advocates for and supports Black, Indigenous and people of color and LGBTQIA+ students, and specifically those coming from the most marginalized populations of our community. Common Wealth Development works diligently to support youth in accessing employment, promoting long-term success with ongoing and dynamic mentorship. Common Wealth Development seeks to improve immediate access to information and resources and works to dismantle systemic and pervasive barriers that prevent youth from accessing their full potential. The programs that Common Wealth Development offers youth and their families are vital to the healthy growth and development of our neighborhoods.

Neighborhood Food Solutions fully supports the efforts of Common Wealth Development as they seek funding to support both their ongoing and new innovative employment programs, which are crucial to the development and growth of our community.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Pierce", with a stylized flourish extending to the right.

Robert Pierce  
Founder & Executive Director  
Neighborhood Food Solutions  
1546 Moorland Road  
Madison, WI 53713

June 21, 2022

City of Madison Community Development Division  
215 Martin Luther King Jr. Blvd Suite 300  
Madison, WI 53703

Dear Members of the Youth Employment Initiative Evaluation Committee:

It is my pleasure to endorse Common Wealth Development, in their application for the Youth Employment Initiative grant. I have worked with Common Wealth Development for over 8 years; however, Summit Credit Union and Common Wealth Development have partnered for over 20 years. Summit has witnessed first-hand the value of the programs Common Wealth Development initiates. I conduct mock interviews for Common Wealth Development students, have lead educational tours at our headquarters branch, and as an organization we have employed students through the Youth-Business Mentoring Program.

Summit has hired students through the Youth-Business Mentoring Program because of the opportunity that it gives to both the student and our organization. We have seen students blossom through this program, and have appreciated the impact they have made at Summit while working with us. One young girl worked at Summit for over 3 years. When she started at Summit she was a shy 15-year-old high school student. When she left our organization she was a confident, eloquent, and independent college student. She learned how to problem-solve and help our customers improve their financial situation. She took pride in her work and understood the importance and responsibility of educating our customers. Her manager described her as “huge asset to the branch, enthusiastic and a leader.” I believe the foundation of many of these skills came from the Mentor Program. This is just one example of the countless we have seen.

Common Wealth Development makes it easy for employers to partner in offering their valuable programs. They work diligently to ensure the best chance for success. They know their students and our organization so well that it is easy to identify opportunities that will be promising for both of us. Their constant interest in the students’ success is apparent in the follow-up and visits that each program director does.

Common Wealth Development works to enrich our communities. They prepare students to succeed when others have fallen short. I’m proud of the relationship that Summit Credit Union has with Common Wealth Development. As an organization we believe in helping our members achieve their financial dreams. Common Wealth Development is truly a notable partner in making this a reality.

If you have any additional questions or if you would like more information, please don't hesitate to call me. I can be reached at 608-243-5000 extension 1995.

Thank you for your time,



Kristel McHugh  
Financial Wellness Coordinator

August 11, 2022

City of Madison Community Development Division  
215 Martin Luther King Jr. Blvd. Suite 300  
Madison, WI 53703

To Whom It May Concern:

I am pleased to offer this letter in support of Common Wealth Development's application for the City of Madison Youth and Emerging Adult Employment grant.

As the namesake of the Wanda Fullmore Youth Internship Program, I have witnessed first-hand the value of Common Wealth Development's workforce development programs. Common Wealth Development has been supporting youth and their families with their program, the Youth Business Mentoring Program, since 1991. Through their facilitation of the Wanda Fullmore Youth Internship Program over the last eight years, I have had the opportunity to observe their work firsthand and have seen them support the youth in a way that best meets their needs. I look forward to continuing to see Common Wealth Development steward this program and continue supporting Madison's wonderful young people and the Madison community as a whole in future years.

In their work within the community, Common Wealth Development staff advocates for and supports Black, Indigenous and people of color and LGBTQIA+ students, and specifically those coming from the most marginalized populations of our community. Common Wealth Development works diligently to support youth in accessing employment, promoting long-term success with ongoing and dynamic mentorship. Common Wealth Development seeks to improve immediate access to information and resources and works to dismantle systemic and pervasive barriers that prevent youth from accessing their full potential. The programs that Common Wealth Development offers youth and their families are vital to the healthy growth and development of our neighborhoods.

I fully support the efforts of Common Wealth Development as they seek funding to support both their ongoing and new innovative employment programs, which are crucial to the development and growth of our community.

Sincerely,



Wanda Fullmore