



Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: 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 or Yolanda Shelton-Morris – 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

Legal Name of Organization:	Irwin A. and Robert D. Goodman Community Center, Inc.	Total Amount Requested:	\$ 125,000
Program Name:	TEENworks		
Program or Activity are you Applying for:	☒ Youth Employment Services (ages 14-21) ☒ Youth Employment & Training ☐ Wanda Fullmore Youth Internship Program ☐ Young Adult Employment Services (ages 18-26) ☐ Adult Employment Services (18+)		
Contact Person:	Lisette Khalil, Director of Grants Administration	Email:	LKhalil@goodmancenter.org
Full Address:	214 Waubesa Street Madison, WI 53704	Telephone:	608-204-8016
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (if applicable)	N/A

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 Goodman Community Center is a 501(c)3 nonprofit that has served a diverse group of neighbors, families, and individuals for nearly 70 years. Our two-buildings are located on Waubesa Street in the Schenk-Atwood neighborhood and most of the individuals we serve are North or East-side City of Madison residents. In 2021, we served over 47,000 people through programs for children and youth ages 3 to 19, family engagement opportunities, food pantry and meal services, a fitness center and exercise classes, community meeting spaces, and programming for older adults.

Goodman Community Center has decades of experience in afterschool and summer programming for youth. In the last year alone, over 500 unduplicated school-aged youth enrolled in Goodman programming. Families register their students to attend program for either/both summer and school year sessions, depending on home childcare availability and extracurricular schedules. Many youth choose to stay with us for the entire year and progress through our programs as they grow.

Goodman has 11 years of experience providing youth employment programming. Our TEENworks program provides pre-employment training and supported first-job experience to youth who have barriers to employment. Teens then move into a tiered approach that allows them to move through different supported employment settings at their own pace, choosing their shifts and gaining experience in areas that match their interests. In 2021, TEENworks served a total of 110 unduplicated youth.

TEENworks aligns closely with both the RFP parameters and the Goodman mission: to strengthen lives and secure futures. We have a vision of a community that is thriving because everyone is valued and has the resources they need to be successful. Goodman is committed to creating and maintaining a community that respects and values diverse life experiences. Everyone deserves respect and acceptance without bias.

We reach those who are furthest from resources and opportunities by actively seeking referrals from community partners who serve vulnerable youth and families, by maintaining a physical presence in East High School, and by actively pursuing Diversity Equity & Inclusion education and best practices. Our goal is that every participant can see themselves represented on our staff, including our Executive Leadership Team. We have undertaken significant efforts to recruit and retain BIPOC professionals and aim to have authentic engagement with individuals and households of diverse backgrounds.

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.

Goodman Community Center's commitment to diversity, equity, inclusion, and accessibility is core to who we are as an organization and the role we play within the community. We seek out and value diverse perspectives and treat people with dignity. We make a conscious effort to find the strength in all people, and communicate with intentionality and empathy as we create meaningful connections with individuals and families.

Toward that goal, Goodman is engaging in intensive Diversity Equity & Inclusion (DEI) trainings for all staff. Earlier this year, cross-departmental groups completed an 8-week book study and facilitated discussion series on "Me and White Supremacy: Combat Racism, Change the World, and Become a Good Ancestor." We are also participating in a 6-session facilitated discussion series with topics including systemic racism, microaggressions, white centering,

implicit bias, white privilege, and allyship. Developing a shared vocabulary and safe spaces for open discussions is helping us grow as an anti-racist organization, both within our staff teams and during youth programming.

Individual departments at Goodman are also taking on projects within their own spaces. For example, our Food Pantry recruited bilingual volunteers to translate all pantry shelf/food signage into Spanish, Hmong, Arabic, and Cantonese. Our Food Resource Kitchen does not cook with any pork, making all Goodman meals accessible for our participants of Jewish and Muslim faiths. During Black History Month, our Early Childhood Education program launched a door decorating contest (that quickly spread agency-wide), celebrating influential Black leaders, artists, innovators, and trailblazers. Our intent is that these efforts will build on each other over time and result in an authentically welcoming experience for our vibrant and diverse community.

Goodman Community Center aims for every youth participant to see themselves represented on the staff. We are committed to authentic engagement with individuals and households of diverse backgrounds. As such, supporting and maintaining a racially diverse workforce is a key priority for our organization. Over half of our 195 employees identify as BIPOC, including our Executive Director and Senior Director of Business Services. Successful recruitment activities have included strategic marketing of open positions on BIPOC-owned media channels, hosting BIPOC student internships, direct outreach, and free community events that authentically welcome diverse attendees. All of these pieces, together with paying a living wage, have allowed Goodman to successfully serve a very diverse participant community with culturally relevant activities and genuine family engagement.

Goodman has strong experience supporting marginalized and vulnerable Dane County youth. Approximately 60% of Goodman participants qualify for free or reduced lunch, and 25% live in a qualified census tract. We focus on removing barriers for families and meeting families where they are at. For some, that means providing transportation and for others it means sending home groceries from the Goodman food pantry when a student gets picked up after programming. Understanding families' social, cultural, academic, and economic barriers is critical in our collaborative approach to help students succeed.

Goodman's TEENworks has completed GSAFE training focused on supporting the needs of LGBTQIA+ youth. In addition, through our partnership with Anesis Therapy, staff have completed training on common mental health diagnoses and language to use when talking with families about behavioral health and the impact of chronic stress due to racism. The team is trained on ACES (adverse childhood experiences) and correlations to health outcomes for families. We embrace family diversity and actively include social justice discussions and projects in our work with youth each week. By demonstrating respect, dignity, and honesty, we create a safe space where we care for the whole person and all families feel genuinely welcomed.

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

Goodman Community Center is led by a twelve-person Board of Directors and a three-person Executive Staff leadership team:

- Executive Director: Letesha Nelson
- Chief Development Officer: Dani Luckett
- Senior Director of Business Services: Dewayne Powell

The TEENworks program is led by Catie Tollefson, Assistant Director of Youth & Career Development. Catie has 30 years of business management and leadership experience including operations, human resources, and employee development. During her 20+ year tenure as General Manager at Ella's Deli, she hired, onboarded, scheduled, and

supervised hundreds of youth workers from the Madison area. Catie then joined the Goodman TEENworks team and leveraged her experience to create youth pre-employment training curricula, develop partnerships, and cultivate the TEENworks employment tracks. She currently supervises all of Goodman's high school-aged programming and is responsible for staff onboarding, training, and program management. Catie is an active member of the Youth Employment Network and a member of their Steering Committee that is charged with leading and shaping trends within all youth employment programs in Madison.

Iris Patterson, Director of Youth Development, oversees all of Goodman's programming for Middle and High School students. Iris brings 15 years of teaching experience as an MMSD 4th & 5th grade teacher and Literacy Teacher Leader. A UW Madison graduate, she has taught at Falk, Lowell and Huegel Elementary Schools. Iris has designed reading curricula and resources, and created new teaching innovations such as the FITT model (Fully Integrated Team Teaching). She has also been a vocal proponent of increasing diversity within the teaching profession to mirror the diversity in her classrooms. Iris prioritizes SEL practices not only for youth participants, but also is deliberate about creating a space for staff healing and building resilience within her team. Iris's goal is to provide youth with the skills they need to navigate the world in a way that they feel safe and they have the opportunities that they want to pursue.

Goodman's program evaluation efforts will be led by Sara Nowakowski, Director of Mission Impact. Sara has extensive experience in mixed methods data collection, co-interpreting data with staff and community members, and in managing complex projects. A graduate of the UW-Madison Robert M. La Follette School of Public Affairs, Sara leads all internal data collection activities and develops strategies for continuous quality improvement.

Goodman supports staff pursuing professional development by providing the necessary money and time to make it happen. Professional development and continuing education funds are included in our organizational budget. Our Human Resources Department manages the funds, assuring that all programs have access to high quality professional development activities. This also helps assure that professional development activities are coordinated with personalized goal setting and growth opportunities as part of our annual performance review process for every employee. Specific to this project, we assure that all TEENworks adult staff have completed training on Social-Emotional Learning, Trauma Informed Care, and Positive Youth Development.

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.

Goodman Community Center is connected to many local collaboratives and partners with hundreds of organizations and individuals each year. For example, GCC's Older Adult Program has collaborated for over a decade with other aging networks such as Madison Senior Center, Monona Senior Center, and NewBridge to share resources and provide collaborative programming to increase reach and participation. For the last three years, we have also collaborated with Edgewood College School of Nursing to provide a positive mental health support group for seniors and with UW School of Medicine and Public Health to provide health & wellness programs.

Goodman's youth programs collaborate with mental health professionals to provide behavioral health and substance use therapy to youth, parents, and families. Since 2020, Anesis Therapy has provided group therapy on-site at Goodman in addition to individual sessions at their clinic. Also beginning in 2020, The Rainbow Project Child & Family Counseling Resource Clinic supports our youngest learners and their families as part of our 2-Gen work in early childhood education and parent engagement. Both of these efforts help families access mental health services and build skills to address future challenges or problems.

One example of a creative collaboration benefitting our teens is our work with Dreambikes and Wheels for Winners that began in 2022. Dreambikes functions as a career exploration site for youth, but the work also reduces transportation barriers for teens. Dreambikes has had teens work learning bike repair in their space and both organizations provide us with bikes and safety equipment for our TEENworks participants.

Goodman participates in the City of Madison's Youth Employment Network as well as the Madison Out of School Time (MOST) initiative and are active in multiple MOST workgroups. Goodman has a decades-long history of collaborating with the other Madison-area neighborhood centers, the Madison Metropolitan School District, fellow food pantries and Second Harvest, other youth-serving nonprofit organizations, local libraries, faith-based organizations, UW-Madison and Madison College, and many others. Regardless of our role or the structure of the collaboration, we advocate to meet our participants' needs and we look for ways to be a resource for smaller/newer nonprofits looking for support with best practices.

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

Goodman partners with a variety of organizations/businesses around career preparation work and employment supports. Partnerships vary each year based on the interests and experience level of participating youth. For example, in 2021 we partnered with Trek Bikes to provide internships for three Goodman students learning how to work on e-bikes. In 2022, Atwood Music Hall reached out to us about a partnership supporting youth interested in music and the arts.

Mutual referrals between partners agencies working within the pre-employment and career preparation space are common and appreciated. In 2021-22, we have been strengthening our partnership with Operation Fresh Start (OFS) to assure that any youth graduating from our high school programming know that OFS is an option for future support as a young adult seeking employment skills and supports. Goodman often received referrals from Common Wealth Development when teens in their program are interested in our culinary skills program.

Since 2020, TEENworks has partnered with Summit Credit Union to remove barriers to banking for participants by setting up accounts for teens onsite during their program times. Summit also partners with Goodman staff to teach financial literacy and provide materials for staff to teach lessons around skills like budgeting, saving, and the importance of good credit. Staff from Summit also educate our teens about specific fraud and scams targeted at their age group.

- 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+).

As a BIPOC-led organization, Goodman Community Center looks to actively partner with and support other organizations serving diverse communities and led by BIPOC professionals. For example, in 2021 and 2022, we partnered with the African American Health Network to bring COVID-19 vaccinations clinics and health education sessions to the African American community. For the last 10+ years, we have worked closely with Northeast Side Youth Basketball (NESYB), to provide high quality sports opportunities to Madison youth regardless of ability to pay for equipment, tournament fees, or transportation. Goodman provides free gym space, meals for athletes, and tutoring before/after practices.

In other instances, we support emerging organizations by serving as their fiscal sponsor while they are seeking 501(c)3 status. For example, Goodman has supported Black Girl Magic through mentoring, fiscal services, grants education, free meeting/event space, and sharing best practices. Later this year, they will

end our fiscal sponsor agreement as they are ready to move to self-managing their development and finance functions.

The TEENworks team partnered with GSAFE to help assure our space is safe and affirming for LGBTQ+ youth. Our staff completed GSAFE training on how to prevent bias-based bullying and gender stereotyping and have gained experience supporting transgender and gender expansive students. We embrace family diversity and actively include social justice discussions in our work with youth. By demonstrating respect, dignity, and honesty, we create a safe space where we care for the whole person and families feel genuinely welcomed.

Goodman is proud to host a wide variety of recovery meetings, support groups, song circles, spiritual groups, and more. We host Queer Meditation Groups and Women's Group meetings. In 2021, Goodman welcomed over 15,000 guests for hosted meetings, including 39 events/meetings that documented resident-input for planning future community center functions and offerings. We are responsive to our community and actively make improvements that move us closer toward making our space truly safe and welcoming for all.

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.

Key partners for our youth employment work on this grant project include:

- Madison Metropolitan School District (MMSD)
- Common Wealth Development
- Operation Fresh Start
- University of Wisconsin-Madison, Wisconsin Center for Educational Research (WCER)

Letters of commitment are included for each partner outlining our collaborative relationships and mutual expectations.

TEENworks partners closely with MMSD, as nearly all participants are MMSD students. We have an active presence in Madison East High School and regularly receive referrals from East staff when they have students who would benefit from a supported employment environment. Through our data sharing agreement, we are able to access students' academic and school attendance information, allowing us to provide more targeted support during out of school hours. We also partner with MMSD to offer the DPI Employability Skills Certificate Program or the MMSD Youth Leadership Certificate to TEENworks participants, as well as experiential learning credits that count toward high school graduation requirements.

Common Wealth Development is a trusted peer and valued community partner. We have established two-way referral pathways to place students in the supported work experiences that best match their needs, availability, and interests. We regularly share best practices and often served as a sounding board for each other, especially as we navigated the many changes and adaptations that were needed through the COVID-19 pandemic. Moving forward, we will continue to meet regularly and refer students as needed throughout the grant period.

Operation Fresh Start is a key partner for us as teens age out of our program. While Goodman focuses on teens during high school, Operation Fresh Start works with older youth and can support them through vocational education training. Goodman regularly refers teens to Operation Fresh Start to assure continuity of services and support for teens and young adults. Moving forward, we will continue to welcome Operation Fresh Start into Goodman spaces to connect with youth while they are still in high school. We will also collaborate on bridging between programs and receive referrals for other services that families may need (food pantry, childcare, etc).

Goodman contracts with the UW-Wisconsin Center for Educational Research (WCER) for support in program evaluation strategies and analysis. One of our key partnerships revolves around our Youth Evaluation Team. With WCER's help, high school youth at Goodman are trained in program evaluation and then design and conduct evaluation projects throughout Madison. Youth work on evaluation and data projects together with Goodman staff, graduate students, and evaluators from UW-Madison with the goal of serving the Madison community and learning how to look at life through the lens of evaluation. The Youth Evaluation Team has also trained other youth organizers across the state and presented at regional and national conferences. The Youth Evaluation Team will be crucial in evaluating the TEENworks program throughout the life of this grant project.

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.

OVERVIEW:

TEENworks is a supported employment program for youth ages 14 to 19 who experience barriers to employment. We use a trauma informed care approach and emphasizes social emotional learning. We anticipate serving at least 60 youth per year during the grant period. TEENworks includes a 20-hour pre-employment training focused on culinary arts and general employment skills. Following completion of the training, youth choose the shifts they want to work in different departments across the Goodman campus and sometimes at offsite employer locations.

GOALS:

Our goal is to empower youth with the skills they need to create their own paths and opportunities. We aim to help increase high school graduation rates, while impacting racial and economic disparities. We work to decrease barriers to youth employment and barriers to post-secondary opportunities. We propose measuring our progress via the short-term and long-term outcomes listed on our attached logic model.

RECRUITMENT:

Teens are recruited through work with area nonprofits, the Youth Employment Network, school social workers, school counselors and teachers. Together we collectively identify youth that would benefit from TEENworks programming. Goodman staff also participate in job fairs and host exhibit tables at all four city high schools. Staff met with teens at the high schools during lunch time to share employment and summer program opportunities and helped interested youth fill out interest and enrollment forms.

The ability for teens to earn school credits is an important draw to the program and helpful in our recruiting efforts. Teens work to earn credit through MMSD's Experiential Learning credit program. This work is embedded within shifts so that it is paid and a part of other job skill building. Teens are also connected to tutors and given other academic support as needed.

TIER 1 – PRE-EMPLOYMENT TRAINING:

TEENworks runs 4 or 5 trainings per year, including an intensive seven-week program during the summer. This 20-hour pre-employment paid training includes completing employment paperwork, creating a resume, setting SMART goals for their employment, a review and practice of foundational job skills, interview skills, and appropriate workplace behaviors. Teens learn the basics of financial literacy including the opportunity to open a bank account, savings plans, and strategies for paying bills on time. All participating teens receive basic training in culinary arts in Goodman's production kitchen, including fundamental kitchen skills (knife handling, baking, frying, roasting,

dishwashing, and portioning meals). Teens earn ServSafe Food Handler Certification, including basic food safety practices for preparing and serving food.

TIER 2 - SUPPORTED WORK EXPERIENCES AT GOODMAN:

After completing pre-employment training, teens move on to paid, limited term supported employment in roles across the Goodman campus. Supported employment placements at Goodman include:

- Preservation CSA: Youth learn to plant, grow, harvest, and then cook, can, preserve, and distribute food from our urban agriculture garden.
- Fritz Food Pantry: Teens support food preparation and distribution on pantry days.
- Catering/Hospitality: Teens work with adult staff in food preparation and presentation, as well as set up, serving, and clean-up of catered events in Goodman spaces.
- Fit Youth Initiative: Teens run active activities for 4K – 5th grade participants. Teens help plan, set up, run, and take down activities.
- Program Food Resources: Youth support healthy meal preparation for Goodman participants.
- Youth Evaluation: Teens design and implement all aspects of a project to evaluate Goodman programs, including TEENworks.
- TEENworks and Beyond: Teens participate in career exploration through corporate partner presentations and visits, as well as practicing additional life skills needed for post high school such as lease signing, grocery shopping, and budgeting
- Internships in other Goodman departments: Teens have worked in Goodman's Communications and Human Resources Departments for career exploration based on a specific youth's skills or interests.

Youth receive on-the-job coaching and case management while they practice skills such as timeliness, reading and understanding a schedule, and communicating with supervisors. Adult staff build trusting relationships with each teen and provide individualized coaching based on each student's needs. Staff have weekly check-ins with each teen to identify challenges, problem solve, and adjust programming to fit their situation. Regardless of what department a teen employee is placed in, they will always be supported by a trained Goodman employee.

TEENworks offers youth very flexible schedules for shifts at Goodman. Youth set their own schedules around other commitments such as school, sports, and care of siblings. There is no minimum number of hours that a teen must work to stay active in the program and it's ok to take an extended time off then later return to program (for example, after a sports season is complete). Youth are also coached about how to request off from work and any missed shifts are discussed as we improve attendance and communication skills while remaining employed in a low risk, supportive environment.

TIER 3 – INDEPENDENT EMPLOYMENT:

Participants who successfully complete Tier 2 will move into unsupported employment at a private business, community partner location, or in part/full time positions with Goodman Community Center. Teens demonstrate that they are ready to move on from the Goodman campus by leading peers during their shifts, modeling self-starting, demonstrating familiar tasks to others, and helping others identify what tasks need to be completed next. TEENworks staff remains in contact with the youth through regular check-ins. We help them problem-solve through challenges, brainstorm solutions, and plan for next steps in workplace conversations.

ONGOING SUPPORT:

TEENworks supports participants after the young person completes the program by maintaining their training records and employment documents for several years. When the youth or future employers need those documents, we can

provide copies and help the past participant navigate the new employment opportunity. After youth graduate high school and move on to post-secondary education, TEENworks staff remain available to write letters of recommendation and help with applications as needed. Our holistic support model and strong relationships with staff allow us to help address other immediate needs even after teens leave program, including access to food, appropriate clothing for the weather, and connecting with other resources when needed (i.e. mental health or emergency housing).

DURATION:

Teens move through the three tiers on at their own pace typically in a nonlinear fashion. Typically, a teen spends about 6 months to a year in supported employment, although youth are tending to stay on longer during the pandemic as the need for support has increased. Following program completion, we are available to support teens with referrals and letters of recommendation for as long as there is a need.

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.

Goodman's presence at Madison East High is a critical outreach strategy, maintaining open communication with students about their options for out of school time and maintaining strong relationships with school staff who often refer students to us.

In addition, Goodman will advertise and recruit new youth through the Eastside News local newspaper ads, social media posts, eNewsletter updates, and the Goodman website. Staff attend/host events in high need areas and build relationships in those neighborhoods. Materials and fliers will be made available in English and Spanish.

Our strong relationships with other community organizations is also important in our recruitment efforts. We frequently receive referrals from partner organizations who have students interested in our culinary and hospitality employment opportunities. Our participation in the YEN (Youth Employment Network) helps to solidify those relationships.

Goodman employs multiple strategies to retain students in program. We are careful to articulate the expectations of participation and we work to develop strong relationships with both youth and their families. We emphasize the importance of youth voice and parent and student feedback collected through informal and formal methods like annual surveys.

Finally, we prioritize providing transportation services. Students at East and can walk or will be transported from school in Goodman vans. All of our drivers have received training and are approved through our insurance. Goodman staff can pick up from homes, transports them to scheduled activities, and drive them home at the end of program.

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

TEENworks career exploration is driven by youth voice, including activities to encourage youth to make connections between individual self-identified strengths and interests and how those translate to possible future careers. Teens set SMART goals at the beginning of the school year and are supported in their goal to earn their DPI Employability Skills Certificate and/or Experiential Learning Credit.

Goodman sees a direct correlation between youth self-efficacy and wellness with youth having input in program design. Goodman helps strengthen the social emotional health of youth participants by providing an environment

where youth see their voice reflected in the project structure, by engaging them in leadership roles, and by building supportive relationships between staff and youth.

TEENworks youth are also involved in shaping the larger Goodman Community Center strategic planning and organizational culture. For example, youth program participants helped form our organization's new DEI (Diversity Equity & Inclusion) and Mission Impact Statements. Youth met with CEO Letesha Nelson to provide feedback on near final drafts. Final steps in the process include community feedback groups and involvement by our Goodman Equity Workgroup comprised of staff, Board members, parents, and community members. Involving our community in program development and organizational planning is critical to our growth as an anti-racist, accessible, inclusive space for all.

In addition to engaging with TEENworks active participants, we also prioritize feedback from individuals who choose to leave our program. TEENworks staff hold exit meetings with participants when possible and ask how the experience has shaped their future academic and career plans. We ask how the program could have been improved to better meet their needs and if they have ideas for future adjustments. Creating open lines of communication from teens' first training through the end of their participation provides vital information to improve our impact.

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.

Our attached Logic Model document highlights four key proposed outcomes:

1. Youth attend program regularly because they are engaged in programming and developing positive relationships with peers and staff.
2. Youth gain employability knowledge and skills through hands-on learning and structured support.
3. Youth feel they have a supportive network with increased access to opportunities.
4. Youth have strong self-efficacy and improve their transferrable life and social skills to be a self-advocate and active community member.

PAST SERVICE OUTCOMES & ACCOMPLISHMENTS:

We believe we can achieve these outcomes based on track record serving Madison-area teens. In 2021, (with the benefit of one-time COVID relief funds), we served 110 unduplicated youth participated in TEENworks programming. Of that total:

- 108 youth improved their employability through securing a work permit, basic resume, and employment paperwork.
- 96 teens registered for MMSD Employability/Leadership Skills Certificates
- 92 participated in college/career planning activities and developed a personalized career plan.
- 57 teens completed the full 20 hours of TEENworks pre-program/employment training and stayed on as employees at Goodman
- 33 teens opened new bank accounts and were newly able to receive direct deposits on payday

BEST PRACTICES:

TEENworks emphasizes Social Emotional Learning to help teens build and use skills such as managing emotions, having empathy for other, setting and achieving goals, and having a positive self-identity. We use the DESSA evidence based SEL Assessment to support student growth and track progress over time.

Our trauma-informed care approach recognizes that youth may be dealing with both past and current traumatic stress. We understand that past trauma can have profound impacts on youth, so we know to watch for signs of trauma and struggle, with mental health resources available for teens who need support. We focus on creating a safe space and avoiding triggering more trauma.

We also use Restorative Justice practices, such as respect agreements and circle discussions. Our cohorts agree to speak for the heart, speak with respect, and give others the time they need. TEENworks students agree upon what it means to respect the adult staff members, respect each other, and respect Goodman facilities and equipment. They also discuss what it looks like to feel respected by others. The composite list of these examples becomes the “Respect Agreement” that the group created and agrees to abide by when in program.

PERFORMANCE TRACKING & OUTCOMES:

Goodman’s Mission Impact Department is responsible for all program evaluation and tracking progress toward goals. Performance tracking for this grant would be incorporated into our robust existing systems. Participant data is collected via protected, secure online forms or paper forms that are locked in file cabinets. Data is then stored securely in databases with restricted, password-protected access. Access to participant data is restricted to program leadership, and access levels are tailored to each staff’s role in reporting and/or case management.

In some cases, participant data is shared with Goodman by other service providers. For example, we have a data sharing agreement with MMSD to access our participants’ academic data via the Cityspan database. All Goodman staff who have access sign a Family Educational and Privacy Rights Act (FERPA) Compliance Agreement form and must agree to understanding their responsibilities to protect and safeguard the data. We regularly review user accounts and delete as needed. Additionally, parent/guardian consent is necessary before we receive any information about participants or families.

Goodman tracks data for all programs agency-wide on a monthly basis and generates data dashboards for quick snapshots of our reach and deliverables to date. We routinely review our data fields to assure we are only collecting data we actually need. Our intent is never to be intrusive. We remove outdated or extraneous fields on a regular basis after assessing program goals, reporting needs, and the burden on participants to provide the data.

To evaluate outcomes, Goodman utilizes a mixed methods approach including youth surveys, staff observations, academic data, administrative data, and focus groups. Data and feedback are used in a rapid-cycle evaluation process. Goodman’s Director of Mission Impact, Sara Nowakowski, has extensive experience in data collection, analysis, co-interpreting data with staff and youth, and in managing complex projects. Youth voice has an important role in Goodman quality improvement efforts, especially in providing context and meaning behind the data collected from youth programming.

When we communicate about our work, we are careful to use data in aggregate form to avoid identifying any private participant information. Internally, when data are shared for analysis or leadership review, all entries are de-personalized to protect confidential information.

In the past, we have sometimes experienced challenges accessing up-to-date information about teens' academic progress during the school year. As of fall 2022, our updated data sharing agreement will grant increased access to MMSD data allowing us to track performance outcomes and allow for more adjustments as we identify students' unique needs.

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

Community members and participants are regularly engaged in feedback mechanisms and have a voice in program planning organization wide. For example, in 2021, Goodman hosted 39 community events/meetings that documented resident-input for planning future community center functions and offerings. Our annual Youth Survey collects information from participants of all ages about what they like/dislike about current programming and what they would like to see changed in the future. In 2021-22, our FAST (Families and Schools Together) group met weekly for 2 months, sharing meals together, playing as a family, and engaging in facilitated discussions about what families need to be healthy and thrive. In 2023, Goodman will launch the community portion of our strategic planning process, including community focus groups and gathering input from a goal of 300 individuals about how they want to see the Center grow and evolve in the next 3 to 5 years.

These types of feedback mechanisms and opportunities for authentic engagement are then paired with our strong quantitative data measures to yield a full picture of our impact and how to evolve as we move forward.

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.

TEENworks youth will continue, in collaboration with UW-Madison Wisconsin Evaluation Collaborative, to be pivotal in program improvement efforts at Goodman. Goodman's Youth Evaluation Team will gather feedback from peers and incorporate findings into program planning activities. The Team brings youth voice to life, conducting focus groups with high school, middle school, and elementary school children and youth, using a protocol they designed themselves. Youth are defining and determining the measures of belonging and wellness in the spaces where they are. This also leads to systemic change towards equitable power structures, opportunities, and outcomes for youth.

GCC's Mission Impact Team is trained on Culturally Responsive Evaluation (CRE). We strive to honor the cultural context in which an evaluation takes place by bringing needed, shared life experience and understandings to the evaluation tasks at hand. Goodman Community Center's CRE approach includes applying an equity lens to all decision-making throughout the entire evaluation process, exploring opportunities and potential unintended consequences.

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: Irwin A & Robert D Goodman Community Center, Inc

Total Amount Requested: 125,000

Contact Name and Email for Budget Info: Dewayne Powell - dewayne@goodmancenter.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	0						
UNITED WAY DANE CO	40,000	40,000					
CITY CDD-This Application	125,000	125,000					
OTHER GOVT*	90,000	90,000					
FUNDRAISING DONATIONS**	133,154	133,154					
USER FEES	0						
TOTAL REVENUE	388,154	388,154	0	0	0	0	0

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

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

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
A. PERSONNEL													
Salary	192,604	112,500	192,604	112,500									
Taxes/Benefits	53,565	12,500	53,565	12,500									
Subtotal A.	246,169	125,000	246,169	125,000	0	0	0	0	0	0	0	0	0
B. OTHER OPERATING													
Insurance	0	0											
Professional Fees/Audit	0	0											
Postage/Office & Program	0	0											
Supplies/Printing/Photocopy	16,745	0	16,745										
Equipment/Furnishings/Depr.	0	0											
Telephone	0	0											
Training/Conferences	240	0	240										
Food/Household Supplies	0	0											
Travel	0	0											
Vehicle Costs/Depreciation	0	0											
Other	0	0											
Subtotal B.	16,985	0	16,985	0	0	0	0	0	0	0	0	0	0
C. SPACE													
Rent/Utilities/Maintenance	0	0											
Mortgage Principal/Interest	0	0											
Depreciation/Taxes	0	0											
Subtotal C.	0	0	0	0	0	0	0	0	0	0	0	0	0
D. SPECIAL COSTS													
Assistance to Individuals	0	0											
Participiant Wages	0	0											
Participant Taxes/Benefits	0	0											
Other	0	0											
Subtotal D.	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL (A.-D.)	263,154	125,000	263,154	125,000	0	0	0	0	0	0	0	0	0

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM

AGENCY AND PROGRAM REVENUES

Irwin A & Robert D Goodman Community Center, Inc

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

	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
Multiple Teen Staff	1.00					1.00	20,800	2,080	22,880	10.00	22,880
Multiple Teen Staff	1.00					1.00	20,800	2,080	22,880	10.00	22,880
Multiple Teen Staff	1.00					1.00	20,800	2,080	22,880	10.00	22,880
Multiple Teen Staff	1.00					1.00	20,800	2,080	22,880	10.00	22,880
Multiple Teen Staff	1.00					1.00	20,800	2,080	22,880	10.00	22,880
Multiple Teen Staff	1.00					1.00	20,800	2,080	22,880	10.00	10,600
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	6.00					6.00	124,800	12,480	137,280	60.00	125,000

*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

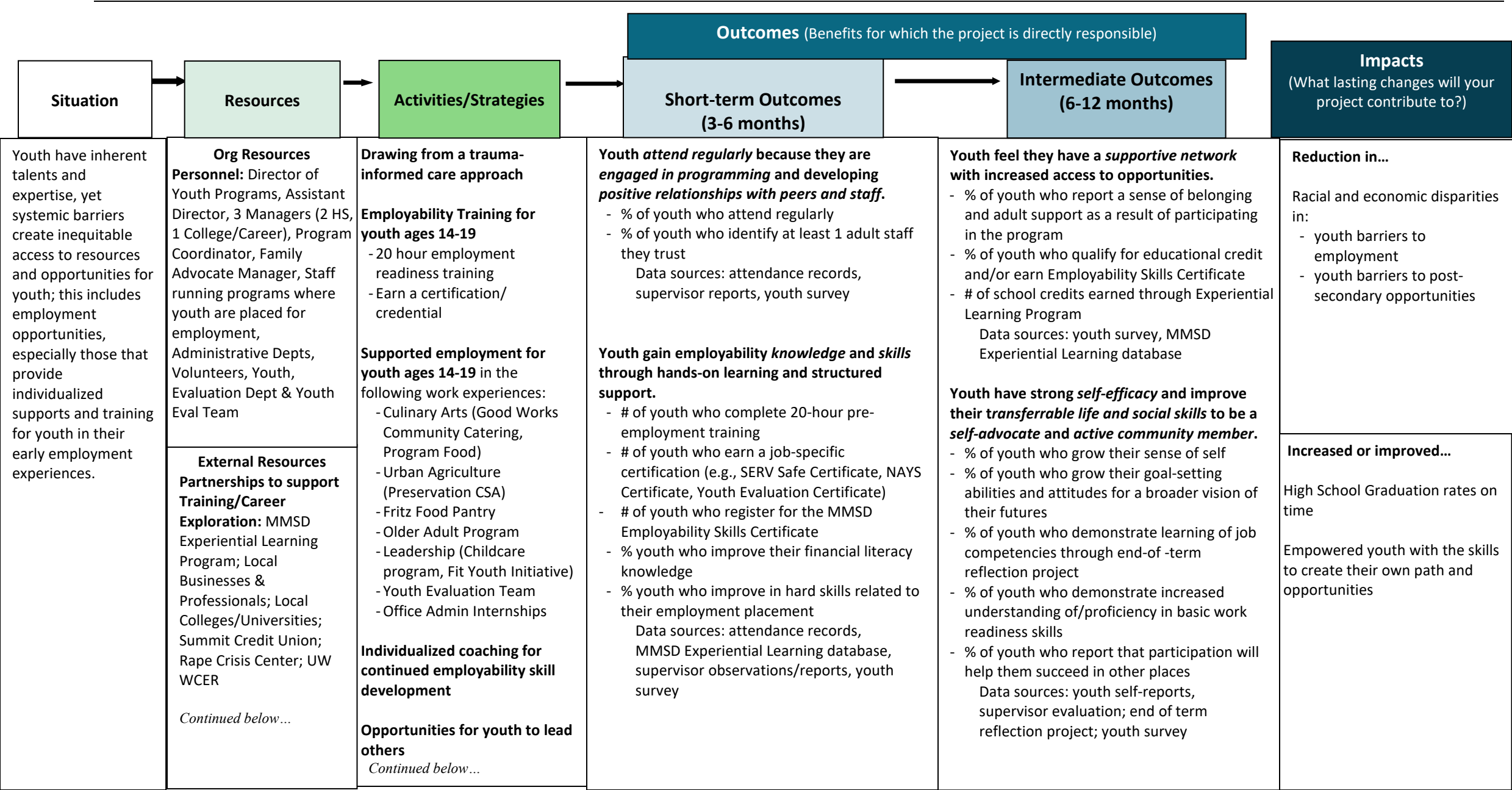
YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM
AGENCY AND PROGRAM REVENUES

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

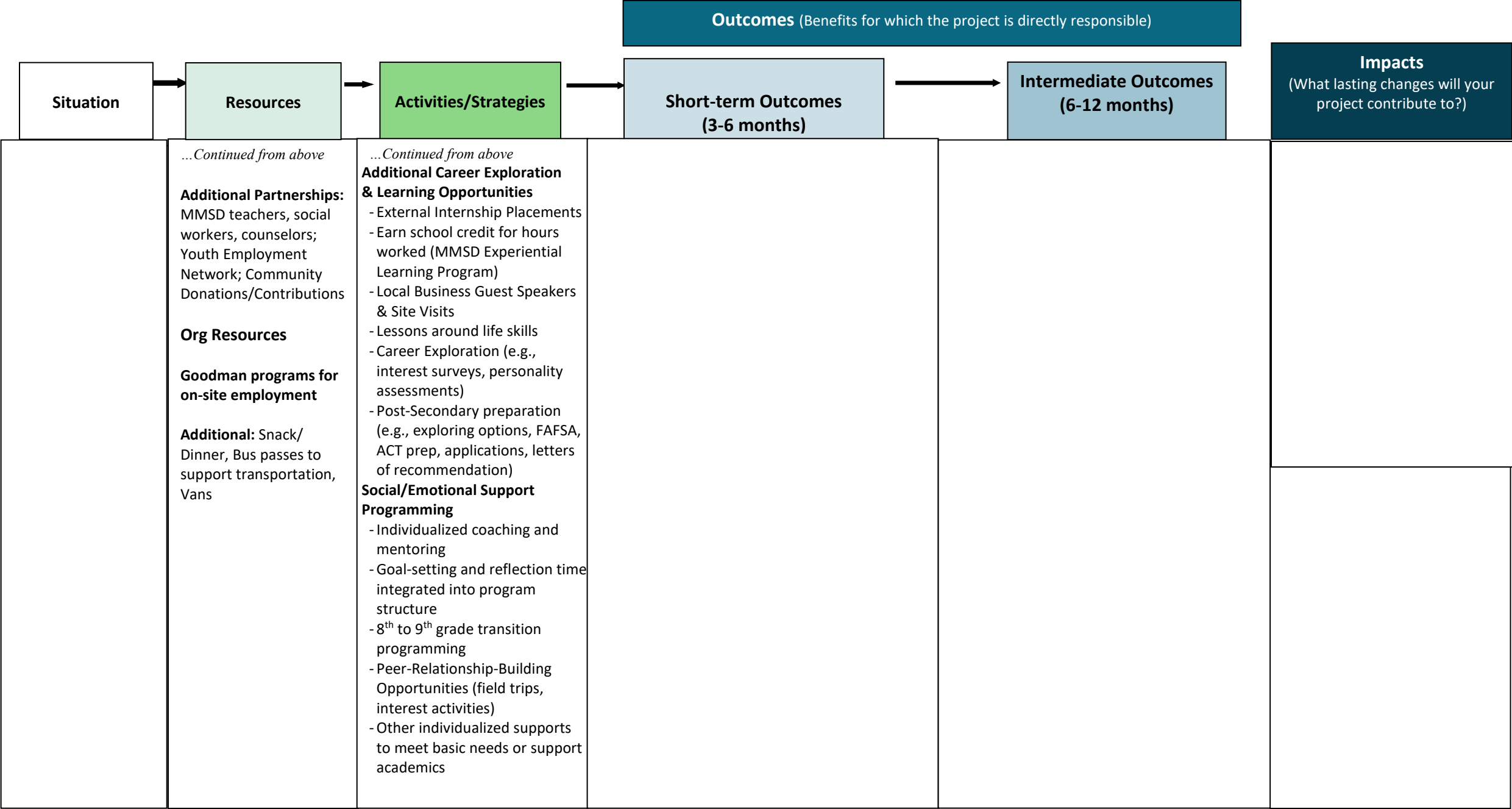
**Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

Pgm Letter	Program Name	Program Expenses	2023 City Request
A	Teen Education & Employment	PERSONNEL	125,000
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	125,000
B		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
C		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			125,000

Appendix B: Logic Model



Appendix B: Logic Model



August 15, 2022

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

Dear Grant Selection Committee:

The Madison Metropolitan School District (MMSD) is a long-time partner and collaborator with Goodman Community Center. Hundreds of MMSD students attend out-of-school-time programming at Goodman each year. We find great value in being able to rely on trusted community partners, like Goodman, that are able to support our students outside of school hours.

Specifically, in relation to the City's Youth, Young Adult & Employment RFP, we look forward to continued partnership supporting Goodman's TEENworks youth employment program. Goodman's experienced staff assess each youth's interests, skills, abilities, and resources, then work with the youth to develop a plan that supports their future career, academic, and educational goals.

MMSD students benefit from this high-quality programming teaching pre-employment skills, providing supported first job opportunities, and valuable work experience. TEENworks complements the MMSD curricula through additional career development opportunities and pathways to employment and post-secondary plans. Together, we are working to impact racial and economic disparities, as well as positive youth outcomes.

We commit to continuing our partnership with Goodman Community Center in 2023 and beyond. We will continue to refer students to Goodman when we think they could benefit from programming. We will continue to allow Goodman staff to conduct outreach in East High School, so they can connect with more students who may have barriers to employment.

We will also continue to partner on experiential learning credits and the DPI Employability Skills Certificate Program. Students who complete 90 on-the-job work hours and completion of career exploration and planning activities at Goodman gain credits toward high school graduation.

Thank you for your time and consideration.

Sincerely,



Carlton D. Jenkins, Ph.D.
Superintendent
Madison Metropolitan School District



2670 Milwaukee Street | Madison, WI 53704

www.operationfreshstart.org

Phone: 608-244-4721

Fax: 608-244-8162

August 15, 2022

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

Dear Grant Selection Committee:

It is my pleasure to write this letter in support of Goodman Community Center's application for the Youth, Young Adult & Employment grant. Goodman's TEENworks program provides critical services for Madison youth. We look forward to a continued partnership with Goodman's TEENworks youth employment program.

Our organizations' programs work in collaboration and are mutually beneficial. While Goodman focuses on teens during high school, Operation Fresh Start primarily works with older youth completing a high school diploma through vocational educational programming in construction and conservation and those that have completed high school and are transitioning into careers. We are actively partnering to create efficient referral pathways so youth can experience a warm handoff between our programs.

Goodman Community Center is a trusted community partner. Hundreds of Madison youth participate in out-of-school-time programming at Goodman each year. We place high value on being able to work with community partners who share our vision for increasing opportunities for our youth.

We commit to continuing our partnership with Goodman Community Center in 2023 and beyond. We will continue to receive referrals from Goodman and welcome youth into our emerging adult program opportunities. We will continue our collaborative efforts to bridge young people between our programs. We will also refer younger students to the Goodman Community Center when we hear from families who are looking for support or services for siblings and children.

Thank you for your time and consideration.

Sincerely,

Greg Markle
Executive Director



The CorpsNetwork





August 13, 2022

City of Madison
Community Development Division
215 Martin Luther King Jr. Blvd, Ste 300
PO Box 2627
Madison, WI 53701-2627

Dear Grant Selection Committee:

It is my pleasure to write this letter in support of Goodman Community Center's application for funding to support their TEENworks program. I collaborate with Goodman to support and coordinate their Youth Evaluator Team, as well as providing assistance with program evaluation questions and data analysis.

Collaboratively, we train high school youth at Goodman in program evaluation. They are then poised to design and conduct evaluation projects of interest to them. The work truly is collaborative, as youth interact with me, graduate students, Goodman staff, and their peers. This work brings critical youth voice to our evaluation work and helps us move toward equitable access to educational resources and supports.

Goodman Community Center is a valued community partner. They are an example of a nonprofit using high quality data and evaluation methods, adhering to program fidelity, and using rapid-cycle evaluation to make important improvements. It is a privilege to partner with them and to support the Youth Evaluation Team.

I fully support their application for funds to support TEENworks. Thank you for your time and consideration.

Sincerely,

Annalee Good, Ph.D.
Co-Director, Wisconsin Evaluation Collaborative
Director, WCER Clinical Program



1501 WILLIAMSON STREET | MADISON WI 53703
608.256.3527 | WWW.CWD.ORG

August 16, 2022

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

RE: Youth Employment RFP

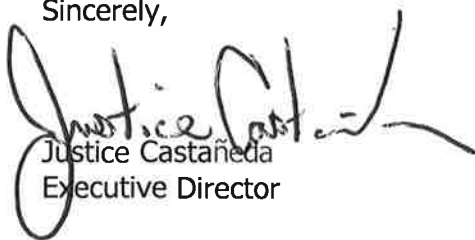
I am writing in support of Goodman Community Center's application for the City of Madison Youth and Emerging Adult Employment grant. Our organizations collaborate frequently and plan to continue that partnership moving forward in 2023 and beyond.

One of the ways we collaborate is through mutual referrals. Goodman's TEENworks program refers teens to us when they have a specific interest that matches with our programming. Likewise, we refer teens to TEENworks when they are interested in the culinary or hospitality opportunities offered at Goodman. We have successfully created referral pathways that take into account the best interests of each youth and their personalized goals.

Goodman and Common Wealth Development also partner on program logistics, such as work permits, resource lists, and sharing best practices. We value Goodman as a trusted thinking partner and appreciate their willingness to support our work running parallel to their own. We believe strongly in sharing information and helping each other as we serve Madison youth.

Common Wealth Development fully supports Goodman's TEENworks program 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,


Justice Castañeda
Executive Director