



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:	Sustain Dane, Inc.	Total Amount Requested:	\$ 102,500
Program Name:	Teen Resiliency Corps		
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:	Claire Oleksiak	Email:	claire@sustaindane.org
Full Address:	Physical: 821 E Washington Ave, Suite #200, Madison, WI, 53703. Mailing: P.O. Box 144, Madison, WI, 53701	Telephone:	608-285-2454
501 (c) 3 Status:	☒ Yes ☐ 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 Northside Teen Resiliency Corps (TRC) will be led by a coalition of Sustain Dane, Vera Court Neighborhood Center, Warner Park Community Recreation Center (WPCRC), and Northport & Packers Community Learning Center to provide a summer youth employment program. The collective experience and leadership of Sustain Dane and the Northside community center partners will lead to implementation of a youth employment program that serves young people furthest from resources and opportunities and who face systemic barriers to employment. Sustain Dane will hire Dymond Overstreet as the Youth Program Director. The TRC coalition has strategic and personnel capacity to successfully provide employment programming for teens including paid work experience and workforce readiness training for future employment in the green jobs economy.

We see green jobs as jobs that advance environmental, social, and economic sustainability. These jobs range across different industries, and will be increasingly prevalent in the future economy. Green jobs include jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources. These are also jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources, which occurs across many different industries. These jobs often involve emerging technology and are an important growth sector in the economy. Some common examples of green jobs include solar power, energy efficiency, biofuels, electric vehicles, and sustainability strategy. Through this program we are providing jobs to young people, while also providing education, exposure to businesses working in the green economy, and a support network to propel participants into future employment.

Sustain Dane has over 20 years of experience as a community-based education nonprofit working in collaboration with businesses, diverse community organizations and individuals, municipalities, students, schools, and other partners. Sustain Dane's mission is to inspire, connect, and support people to accelerate equity and sustainable actions for community well-being. We focus on holistic sustainability, the intersection of a healthy environment, a just economy, equity and social well-being. Sustain Dane will support the TRC as they participate in meaningful paid employment, learn valuable job skills, and gain connection with the vast Sustain Dane network of sustainable businesses, while building confidence and community resilience.

As Youth Program Director, Dymond Overstreet will lead the development and supervision of TRC programming while working with partners to ensure the program prepares Northside youth participants for entering the workforce. Overstreet has 14 years of experience serving BIPOC youth through work with students in Madison Metropolitan School District and in community-based settings leading youth programs and group home Orion Family services. Overstreet has partnered with organizations such as Wells Fargo Bank, Dane County Humane Society, University of Wisconsin-Madison, Northside-based Door of Hope program, youth sports, leadership and mentor programming. She has also partnered with community outreach programs including the Sewing Company, the YMCA for personal training, Madison College college readiness, and the Road Home supporting families in need. Overstreet is also well connected with career path opportunities such as connection with the Madison police department about possible internships and shadowing opportunities, as well as nontraditional jobs such as caring for horses outside of Madison. Overstreet has the experience of mentoring teens in work settings, and working with large groups of teens fundraising for different projects and volunteering to engage the teens in positive community relations.

Executive Director Claire Oleksiak brings experience in workforce development and youth engagement to program implementation. She hosted Wanda Fullmore interns for two years when she worked with the City of Madison and employed adults coming through workforce development programs for ten years in Washington, DC. Sustain Dane's staff is well-versed with curriculum development and educational programming design, facilitating welcoming and reflective conversations, and collaborative initiatives. Sustain Dane is well-supported with a strong Board of Directors, including 15 members spanning a range of professional fields, identities, and skills that they bring to the organization. Other key staff include two staff mentors to be hired by Sustain Dane that Dyamond Overstreet will oversee as part of the summer staff team. The program may also include additional community members identified by Dyamond Overstreet and the Advisory Committee to support the program.

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.

Our approach to authentic engagement with diverse communities is informed by open, honest communication with the individuals and families we serve. Staff at Sustain Dane, WPCRC, Vera Court Neighborhood Center, and Northport & Packers Community Learning Centers approach working with BIPOC, LGBTQ+, migrant, low-income communities, and first-generation American families with an understanding that there are structural barriers to employment and deeply rooted racism. We lead with respect and center the perspectives of the individuals we serve to foster the trust and understanding necessary for positive outcomes. To truly be inclusive and serve community needs, marginalized voices need to be heard, included in conversations and their opinions respected when decisions are affecting them. When barriers are removed, the result is a healthier and thriving community.

Sustain Dane regularly assesses key performance indicators for the organization that focus on the inclusivity and diversity in sustainability programming that we will adapt to TRC programming considerations. We evaluate our performance by considering the identities and perspectives reflected by program speakers across race, ethnicity, gender, education, income, and age; as well as intersections of our work with health, social well-being, and a just economy for all.

Sustain Dane is committed to building an inclusive community with a just economy and healthy environment. Sustain Dane supported the founding and program implementation of Step Up Equity Matters, which now is an independent organization that provides equity-focused solutions for increasing diversity, equity and inclusion at businesses and organizations. Our partnership with the Latino Academy of Workforce development has included a partnership on the Bilingual Leadership Academy focused on culturally-relevant learning about being a leader in the sustainability movement (2021) and the launch of a BIPOC Contractor Accelerator program (2022). We also worked closely with YWCA Madison and Ho-Chunk Gaming Madison on assessing the intersection of Climate Health & Equity in Dane County to help inform the implementation of the Dane County Climate Action Plan (2021). We gathered feedback and discussed the challenges, opportunities and attitudes around climate, health and equity in the county, with focus on feedback from Black, Indigenous, and People of Color (BIPOC) perspectives.

Program Director Dyamond Overstreet sees respect and patience as vital when communicating with youth and families, and emphasizes how rewarding and positive her work serving BIPOC, LGBTQ+, migrant, and low-income youth has been in her past experience. Through experience in graduation planning, work permit approvals, and court mandated meetings for youth, and data entry, Dyamond has built strong community relationships founded upon positive communication for 10+ years of school and family engagement.

Coalition partners have garnered the trust of Madison residents by providing practical and accessible resources that are responsive to the needs of communities. By offering community-centered programming, Warner Park Community Recreation Center (WPCRC) and Northport & Packers Community Learning Center have supported Madison communities by providing essential K-12 and adult learning resources. Similarly, Vera Court supports local families through all phases of students' educational journey— from enrollment and special education meetings through graduation—and facilitates the long-term success of youth via post-educational resources.

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

Sustain Dane has extensive experience designing and delivering educational programming covering issues of sustainability and economic justice, as well as training staff on equity considerations and systemic barriers. Our partners, with insight provided by curriculum used in other youth employment initiatives, also bring significant familiarity with educational best practices and youth engagement to this work.

Sustain Dane will work with TRC partners to ensure staff mentors have received training on equity, inclusion and the cultural history of the Northside barriers to employment and strategies for successful youth engagement. Sustain Dane will train staff and management on a positive youth development model: using a strength-based approach to create an inclusive environment; creating active learning experiences; emphasizing effort and individual improvement; and setting elevated expectations that emphasize progress. The Education Program Director, Dymond Overstreet, will oversee staff engaging with participants and regularly communicate with members of the advisory committee to address management and staffing considerations. Overstreet has over 14 years of experience leading teams in youth programming at Madison Metropolitan School District (MMSD) and Vera Court Neighborhood Center that has prepared her for the management and personnel responsibilities of this role.

The TRC coalition will prioritize hiring program staff with diverse lived experiences and ties to the Northside of Madison. It is important for mentors to build relationships to provide ongoing support and connection to youth beyond just summer employment. Staff will work closely with Overstreet to ensure they are trained in leadership development, youth empowerment, and job skills development. Sustain Dane will facilitate training mentors on employment in the climate justice field, reflection and empowerment in the sustainability movement, and the green job economy.

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.

Collaboration is central to Sustain Dane's mission and approach to our work. We have experience partnering with community-based organizations, municipalities, schools, individuals, and businesses. Over the past two years, Sustain Dane has worked with the Madison Metropolitan School District to implement student learning around food waste reduction, recycling, and compost. Schools we've worked directly with include Lake View, Leopold, Stephens, Shorewood, and Thoreau Elementary schools. Dymond Overstreet has deep experience working with Madison Metropolitan School District, working directly with students in a high school setting, and serving in restorative circles, youth volunteering programs, and Girls & Boys groups. Currently, we are in partnership with Vera Court Neighborhood Center, WPCRC, Northport & Packers Community Learning Center to develop the framework for the TRC. These centers are well-connected to youth and families in the

Northside neighborhoods, serving as a space for belonging, youth programming and fostering a resilient community.

Sustain Dane has adapted our workshop curriculum for young audiences, including presenting the Water Steward workshop to the Health Occupations and Professions Exploration (HOPE) program, a seminar that is designed to offer under-represented groups of high school students the opportunity to learn about careers in health care. We have also worked with the East High School student green team to be part of their Earth Day event, as well as a Lussier Center kids education day, and have collaborated with the Dane County Youth Environmental Committee. We also hosted a Sustainable Breakfast Series program featuring a panel of young leaders in the sustainability movement.

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

Sustain Dane has a strong relationship with the Latino Academy of Workforce Development (LAWD). In 2021, we worked with LAWD to support their Bilingual Leadership Academy, incorporating sustainability and climate change education into the program. The Leaders took their knowledge about home energy efficiency to their communities, creating a ripple effect of impact. They also gained exposure to green jobs and responded to the end of the program survey that they were inspired to work in the sustainability sector. The Contractor Accelerator program launched in 2022 in partnership with LAWD and Elevate has brought 11 contractors from BIPOC communities through training to gain valuable job skills and connect trainees to employers and resources in the sustainability and energy field. Within the Contractor Accelerator program, we brought in speakers from Midwest Renewable Energy Association, Slipstream, Amigo Construction, Accurate Airtight Exteriors and other businesses to connect with program participants. The program also included sessions and discussion on systemic racism and barriers to employment.

The 2020 and 2021 Summits featured a local leader panel on the intersection of climate, health and equity featuring leaders of colors. In its 14th year, the Sustain Dane Summit is an interactive forum for sustainability leaders to learn, connect, share, reflect, and build new skills. Through Sustain Dane programming, we partner with a number of businesses to help educate, facilitate connection, and provide resources for people to implement sustainability projects at their organizations or personal lives. We work with over 100 organizations in our member network to support their sustainability goals, and have helped individuals and organizations complete over 600+ sustainability projects.

- 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 our Efficiency Navigator program (launched in 2019, ongoing), a partnership with Elevate, and the City of Madison, we are implementing energy efficiency measures to reduce the energy burden and increase the comfort of residents in affordable apartment units. We are working to improve 100 units of affordable rental housing on the Northside of Madison and the Southwest side of Madison. In 2020-2021 we also worked with Common Wealth Development (CWD) on a financial literacy program in tandem with energy efficiency education and in-home energy savings upgrades to help CWD residents save money and reduce their energy burden.

Through a partnership with YWCA Madison and Ho-Chunk Gaming Madison and funding from the Dane County Office of Energy and Climate Change (2021), we looked at the intersection of Climate Health & Equity in Dane County to help inform the inclusive implementation of the Dane County Climate Action Plan. We gathered feedback and discussed the challenges, opportunities and attitudes around climate, health and

equity in the county, with focus on feedback from Black, Indigenous, and People of Color (BIPOC) perspectives.

Our partnership with the Latino Academy of Workforce development has included partnering on the Bilingual Leadership Academy focused on learning about being a leader in the sustainability movement (2021) and supporting the launch of the Contractor Accelerator program (2022). In 2023, we will be supporting LAWD on a grant initiative to educate the community around air quality and environmental justice in the Latinx community.

As one of our Key Performance Indicators, we evaluate our performance by considering the identities and perspectives reflected by program speakers across race, ethnicity, gender, education, income, and age; as well as intersections of our work with health, social wellbeing, and a just economy 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.

The Northside Teen Resiliency Corps (TRC) consists of a coalition of partners including Sustain Dane, Vera Court Neighborhood Center, WPCRC, and Northport & Packers Community Learning Center. Sustain Dane Youth Program Director Dyanmond Overstreet will facilitate overall success of the program and will lead on education and reflection on sustainability and climate change, connect teens to local businesses to learn about and be inspired by job opportunities, and manage grant reporting, project planning, and administrative duties. WPCRC, Northport & Packers Community Learning Center staff and Vera Court will serve as an advisory committee overseeing how program design, recruitment, and evaluation benefits and centers BIPOC youth in the Northside. Vera Court Neighborhood Center will also provide staff to serve as a mentor for youth during the program. Partnership with Everlight Solar will provide engagement with learning about the solar industry, and connection to a growing local green job employer. Memorandums of understanding detailing responsibilities and funding allocations are included as attachments.

Drawing upon the collective experience in youth education and community services from the team of partners, we are adapting the Teen Resiliency Corps program model piloted in Dubuque, Iowa to meet the needs of the youth in the Northside of Madison.

Northport & Packers Community Learning Centers:

- The learning centers provide after-school programming and recreation for youth ages 5 to 17, summer camp and enrichment programs, adult education programs such as GED/HSED, English as a Second Language instruction, computer labs for employment and education, Dane County Head Start for children ages 3 to 5, a family literacy program and many other programs and services.
- Key Staff: Pat Wongkit and Margaret Porco

Warner Park Community Recreation Center (WPCRC):

- This center works to build community, foster fellowship, and create a safe place for youth to gather. The center is one of the most important assets of the Madison Parks Division. Located on the northeast side of Madison, the center is a multi-purpose facility for community activities, including recreational, educational, and cultural programs and events.
- Key Staff: Zach Watson

Vera Court Neighborhood Center:

- Since 1994, Vera Court Neighborhood Center's mission has been to support its community in addressing the needs identified by its residents. Providing academic support, healthy meals, and loving care to help our community's

children succeed in school. Through the support and guidance of community members, local businesses and nonprofits, and the school district and Madison colleges, the center has grown to touch the lives of more than 5000 Northside residents a year.

- Key Staff: Tom Qualls and youth programming staff

Everlight Solar:

- Everlight Solar is the largest home solar company in Wisconsin and the fastest-growing in the Midwest. With operations across eight states and staff located in 30 states, Everlight Solar is growing fast and proud of our Dane County roots. Everlight Solar enables households to own their power instead of renting it from the power company.
- Key Staff: Lisa Gerlach and Molly Livingston

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.

The Teen Resiliency Corps (TRC) will provide a 12-week paid summer employment program focused on serving Northside teens. Participants will engage with a curriculum including employment skills, leadership training, community-building activities, climate change and sustainability, green jobs, financial literacy and professional workshops from local businesses for 8-12 hours each week. We plan to provide mentorship sessions twice a week and to offer door-knocking and/or other community engagement opportunities every other weekend to build relationships and support community member networks that serve participants for years to come. This program will employ 15 teens, preparing them for employment, in particular in the emerging green economy, and connecting them to a network of support for them to be successful. This first year will lay the foundation for the summer employment opportunity to grow in future years. Sustain Dane, WPCRC, Northport & Packers Community Learning Centers, and Vera Court Neighborhood Center will aim to recruit approximately 5 program participants each, with the goal for 15 to enroll and complete the program. These organizations are well-positioned to identify and provide program support to participating youth.

The program will be located at the Warner Park Community Recreation Center (WPCRC). This center works to build community, foster fellowship, and create a safe place for youth to gather. The center is one of the most important assets of the Madison Parks Division. Located on the Northeast side of Madison, the center is a multi-purpose facility for community activities, including recreational, educational, and cultural programs and events. The facility includes a gymnasium, exercise room, game room, art room, meeting rooms, and a community room. WPCRC is already a hub for youth on the Northside. By hosting the program at WPCRC it will further connect them to the center (or introduce them to the center) and they have the opportunity to continue going to WPCRC year-round for a safe place to gather.

Outline of activities:

- 5-month planning period from January - May for program design, youth employment curriculum development and recruitment
- 12-week Teen Resiliency Corps summer employment program including:
 - o Late May - August (8-12 hr/week)
 - o 15 students paid \$18 per hour for their participation in the program

- o 8 hours per week in employment skills, leadership training, community building activities, climate change and sustainability, exposure to green jobs, financial literacy and professional workshops from local businesses (2 sessions per week, 4 hrs each)
- o 4 hours every other weekend for neighborhood engagement door knocking and/or tabling at community events. Included in the budget is funding for community engagement incentives (ex: energy efficient light bulbs, gift cards for survey responses) to provide Northside residents.
- Program includes business presentations & workforce readiness related to green jobs, and learning about how employment and sustainability intersect (4+ presentations)
- Workforce readiness for the green job economy including knowledge of climate change resilience and how it relates to employment. Workforce readiness will include:
 - o Teens engaging with business through presentations and site visits
 - o Teens talking with neighbors to build community resilience to impacts felt by climate change (extreme heat, energy burden, flooding etc.)
- Advisory committee meets monthly throughout the year
- Program based on successful Teen Resiliency Corps model of Dubuque Iowa presented at Madison Parks Equity Morning Café and GARE (Government Alliance on Race & Equity) conference.
- Mentors from BIPOC communities will provide support to teens, helping build confidence and inspiration
- Evaluation period September - December to reflect on program, plan for following years

The program aims to produce the following outcomes after year 1:

- A meaningful summer employment experience for teens that supports financial stability among participants and their families
- A stronger sense of community, belonging and support between teens, staff & community partners
- An increased awareness and understanding of employment and educational opportunities among participants
- Participants assume community leadership roles, develop fluency in goal-setting, and identify tools for mapping out their future success
- An increased comfort with professional public speaking and presentation skills
- Teens inspired to explore and try out various career paths, including green jobs
- Expanded skill sets and further confidence in talking about issues that impact their community
- Understanding around resources and skills to address energy burden, extreme heat, and other impacts of climate change. Building resilience in neighborhoods by engaging in conversations related to climate change impacts with neighbors
- Strong financial management skills including practice building savings and foundation for a retirement account

Northside youth will feel prepared and inspired for future employment opportunities by a successful employment experience with the TRC. They will receive training and resources that serve their needs, and that prepare them for success in emerging green jobs. We hope to empower neighborhoods by connecting youth to their neighbors through door knocking and/or tabling at community events and engaging in conversation about climate change and community resilience. The program will create a safe learning environment for teens to build the skills necessary to flourish in their professional and personal lives. As a result, participants' success in the program will be evaluated holistically by considering factors such as employment status and enrollment in continuing education as well as survey responses, community engagement and confidence about job preparedness. Over multiple years of the program, success will be measured by participant alumni who go on to secure employment, growth of participation, trends in survey responses, and community response at feedback sessions.

In order to ensure concrete takeaways, participants will select skills to develop over the course of the summer across a number of focus areas programming covers. Reflection by participants about the skills they view as important to job success, as well as individual strengths and weaknesses, will be used as an assessment tool that considers success beyond a binary of employed/unemployed to consider the job preparedness of participants. Additionally, we hope to utilize this goal-setting development structure to educate participants about planning strategies that can aid their pursuit of future goals.

By emphasizing the long-term success and enduring skills participants will take away from programming, we ultimately hope to see unemployment and underemployment decrease among participants and those in their community that look to them as leaders.

The budget includes \$102,500 requested funding for:

- \$50,600 in Personnel includes: Sustain Dane Staff - Youth Program Director at .3 FTE (625 hrs total, an average of 12 hrs/week) at \$35/hr (\$40/hr including payroll taxes and benefits) for a total of \$25,000. Sustain Dane Support Staff at .18 FTE (370 hrs) at \$35/hr (\$40/hr including payroll taxes and benefits) for a total of \$14,800; two hired staff mentors at .09 FTE each (180 hrs total: 12 weeks of work at avg 15 hr/week) at \$27.5/hr (\$30/hr including payroll taxes and benefits) for a total of \$5,400 for each position, totalling \$10,800 for the staff mentors.

- \$7,400 in Other Operating includes: \$500 for printing supplies for promotional materials, \$2,000 for equipment including safety gear and hoodies for teens sourced locally, \$4,500 for food (\$100-200 per youth employment session throughout summer depending on type of food), and \$400 for bus passes and mileage reimbursement.

- \$3,000 in Space includes: \$20/hr rental space at WPCRC (150 hrs x 20/hr = \$3,000)

\$41,500 in Special Costs includes: \$2,500 for community engagement incentives during door knocking and tabling (budgeted as “assistance to individuals”); \$32,400 Participant Wages with hourly pay for program participants at \$18/hr for 120 hours x 15 teens = \$32,400 and \$2,700 for participant taxes/benefits at rate of \$1.50 per hour x 120 hours x 15 teens; and \$3,900 in Other expenses including: \$1,000 for guest presenter stipends training/coaching, \$2,000 for Northport & Packers Community Learning Centers stipend for participation, \$900 for Warner Park YLET Student group planning.

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 trusted relationships that the partner team has built with students and families over the years of youth programming will serve as the foundation for outreach and recruitment for the program. Along with a door to door outreach approach and presence at community events, we will also reach out directly to families with teens who have demonstrated an interest in skill-building. The advisory committee will meet monthly during the five months prior to the TRC employment to refine the recruitment strategy, including actions such as: advertising the program to kids currently or previously in youth programming at Northside community centers, outreach to schools, posting on community bulletin boards and social media. Each community center advisory committee representative will aim to recruit five teens to apply for the program. Applicants to the program will be accepted on a first-come first-served basis, and teens who live in the Northside neighborhoods will have priority over other applicants.

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

Built into the five-month planning process includes student led program design. Students participating in the Youth Leadership and Evaluation Team (YLET) program at WPCRC will have 10 paid hours (for each student) of time to generate creative ideas for day-to-day operations of the program, brainstorm specific job skills that they think would be most beneficial for the program, and strategy around what will feel relevant, interesting, and useful to young people related to learning about the green jobs economy. These students who help generate input for the program will also have the opportunity to participate in the TRC summer employment opportunity. The advisory committee will also use their years of experience working with youth in community centers, schools, and in the neighborhood to advise on program design.

Based on the Dubuque model, the TRC will be providing input and design on the work they do throughout the summer as well. The TRC will reflect on what they learn to develop a work plan and 'script' for community conversations. They also will provide input on speakers and businesses that are of interest for speakers. At the end of the program, they will evaluate the experience to provide recommendations for future years.

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.

Sustain Dane's theory of change is to inspire, connect and support for impact. For the TRC, we will be building a community of support, inspiration and connection that empowers youth towards employment pathways in the green job economy. We will provide employment skills, leadership and professional training, community building activities, climate change and sustainability programming, exposure to green jobs, financial literacy workshops from local businesses. Program staff will inspire youth to see themselves in this work, practice that work, and feel accomplished, which fuels further engagement. Through connection to businesses, we will increase access and transparency to job opportunities in the green jobs sector, and help young people see how sustainability is woven into any job. Through this program we are providing jobs to young people, in addition to education, exposure to green economy businesses, and a support network to propel young people into future employment.

We will make a deeper impact with the TRC by building from the Positive Youth Development model. This model uses a strength-based approach to create an inclusive environment, active learning experiences, and emphasizes individual effort, strengths and improvement. We will surround youth with caring adult mentors and support positive group social interactions and relationships formed with adults; we will hold high and positive expectations for youth and support and promote successes and provide opportunities to gain confidence to use skills in employment and secondary education settings. Staff will teach life skills systemically to integrate job skills and life skills instruction seamlessly. We will assist youth to identify skills, personal goals, create opportunities to use them in different contexts, and provide support and encouragement to gain confidence.

TRC programming is modeled after successful initiatives deployed in Dubuque, Iowa to empower youth of frontline communities to develop neighborhood resources for resiliency while gaining hands-on job training, and being paid to participate in the program. The Dubuque Teen Resiliency Corps led to measurable community-level engagement and increased resource allocation to frontline neighborhoods in 2021. The initiative was able to deepen neighborhood relationships, gather data utilized by the city, and educate residents about climate change impacts such as energy burden while providing youth employment. Dubuque has provided curriculum information as well as tailored resources such as scripts to provide learners when canvassing, reflection prompts, and virtual training. During the planning phase of the grant, we will adapt the education model and practical methodologies used in Dubuque to focus on employment readiness and experience for Northside Madison youth.

Sustain Dane has significant experience leading educational programs that support local action. Through the approach to inspire, connect and support people in engaging with holistic sustainability, we've seen learners of all ages complete projects and create a ripple effect of action toward a more sustainable community. Sustain Dane tracks the success of initiatives through both qualitative assessments and quantitative data through Key Performance Indicators that can be translated to measuring the success of participants in the Northside TRC. Sustain Dane regularly assesses KPIs focused on the inclusivity and diversity in sustainability programming that we have adapted to TRC programming considerations. We evaluate our performance by considering the identities and perspectives reflected by program speakers across race, ethnicity, gender, education, income, and age; as well as intersections of our work with health, social wellbeing, and a just economy for all.

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

We believe that community input is a valuable part of developing and improving service. Part of ongoing program development includes working with youth and families to hold meaningful conversations, listen and reflect, collect feedback, and then adjust programming to best serve the needs of community members and service recipients. In Sustain Dane programming, we highly value input from participants and collect surveys after every program to measure impact.

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.

Engaging youth in program design will be a key part of how the program develops. From the initial planning stages, youth already enrolled in the WPCRC Youth Leadership and Evaluation Team (YLET) program will get paid to participate in shaping the program design including the recruitment process. Built into the six-month planning process includes student led program design. Students participating in the YLET program at WPCRC will have 10 paid hours (for each student) of time to generate creative ideas for day-to-day operations of the program, brainstorm specific job skills that they think would be most beneficial for the program, and strategy around what will feel relevant, interesting, and useful to young people related to learning about the green jobs economy. These students who help generate input for the program will also have the opportunity to participate in the TRC summer employment opportunity.

The advisory panel will also be essential in providing insight from community center leaders on program design, and delivery of goals, and activities of the program, and evaluation of improvements that are meaningful to Northside youth. The advisory committee will also use their years of experience working with youth in community centers, schools, and in the neighborhood to advise on program design. Throughout the program, staff will be trained in

leading reflections with the youth on how the program is going, and develop recommendations for improvement . At the conclusion of the first program, we will collect survey responses from the teens and incorporate their feedback into planning for subsequent years. Depending on the interest level of students who participate in the program, we hope to continue working with the teens who have gone through the program in years to come to serve in a leadership role in the cohort.

Based on the Dubuque model, the TRC will be providing input and design on the work they do throughout the summer as well. The TRC will reflect on what they learn to develop a work plan and 'script' for community conversations. They also will provide input on speakers and businesses that are of interest for speakers. At the end of the program, they will evaluate the experience to provide recommendations for future years.

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: Sustain Dane, Inc.

Total Amount Requested: \$102,500

Contact Name and Email for Budget Info: Claire Oleksiak, Executive Director, claire@sustaindane.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	0						
CITY CDD-This Application	102,500	102,500					
OTHER GOVT*	0						
FUNDRAISING DONATIONS**	0						
USER FEES	0						
TOTAL REVENUE	102,500	102,500	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	44,725	44,725	44,725	44,725									
Taxes/Benefits	5,875	5,875	5,875	5,875									
Subtotal A.	50,600	50,600	50,600	50,600	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	500	500	500	500									
Equipment/Furnishings/Depr.	2,000	2,000	2,000	2,000									
Telephone	0	0											
Training/Conferences	0	0											
Food/Household Supplies	4,500	4,500	4,500	4,500									
Travel	400	400	400	400									
Vehicle Costs/Depreciation	0	0											
Other	0	0											
Subtotal B.	7,400	7,400	7,400	7,400	0	0	0	0	0	0	0	0	0
C. SPACE													
Rent/Utilities/Maintenance	3,000	3,000	3,000	3,000									
Mortgage Principal/Interest	0	0											
Depreciation/Taxes	0	0											
Subtotal C.	3,000	3,000	3,000	3,000	0	0	0	0	0	0	0	0	0
D. SPECIAL COSTS													
Assistance to Individuals	2,500	2,500	2,500	2,500									
Participiant Wages	32,400	32,400	32,400	32,400									
Participant Taxes/Benefits	2,700	2,700	2,700	2,700									
Other	3,900	3,900	3,900	3,900									
Subtotal D.	41,500	41,500	41,500	41,500	0	0	0	0	0	0	0	0	0
TOTAL (A.-D.)	102,500	102,500	102,500	102,500	0	0	0	0	0	0	0	0	0

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

Sustain Dane, 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
Sustain Dane Youth Program Director	0.30					0.30	21,875	3,125	25,000	35.00	25,000
Sustain Dane Support Staff	0.18					0.18	12,950	1,850	14,800	35.00	14,800
Sustain Dane Staff Mentor 1 (12 weeks)	0.09					0.09	4,950	450	5,400	27.50	5,400
Sustain Dane Staff Mentor 2 (12 weeks)	0.09					0.09	4,950	450	5,400	27.50	5,400
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						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	0.66					0.66	44,725	5,875	50,600	125.00	50,600

*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

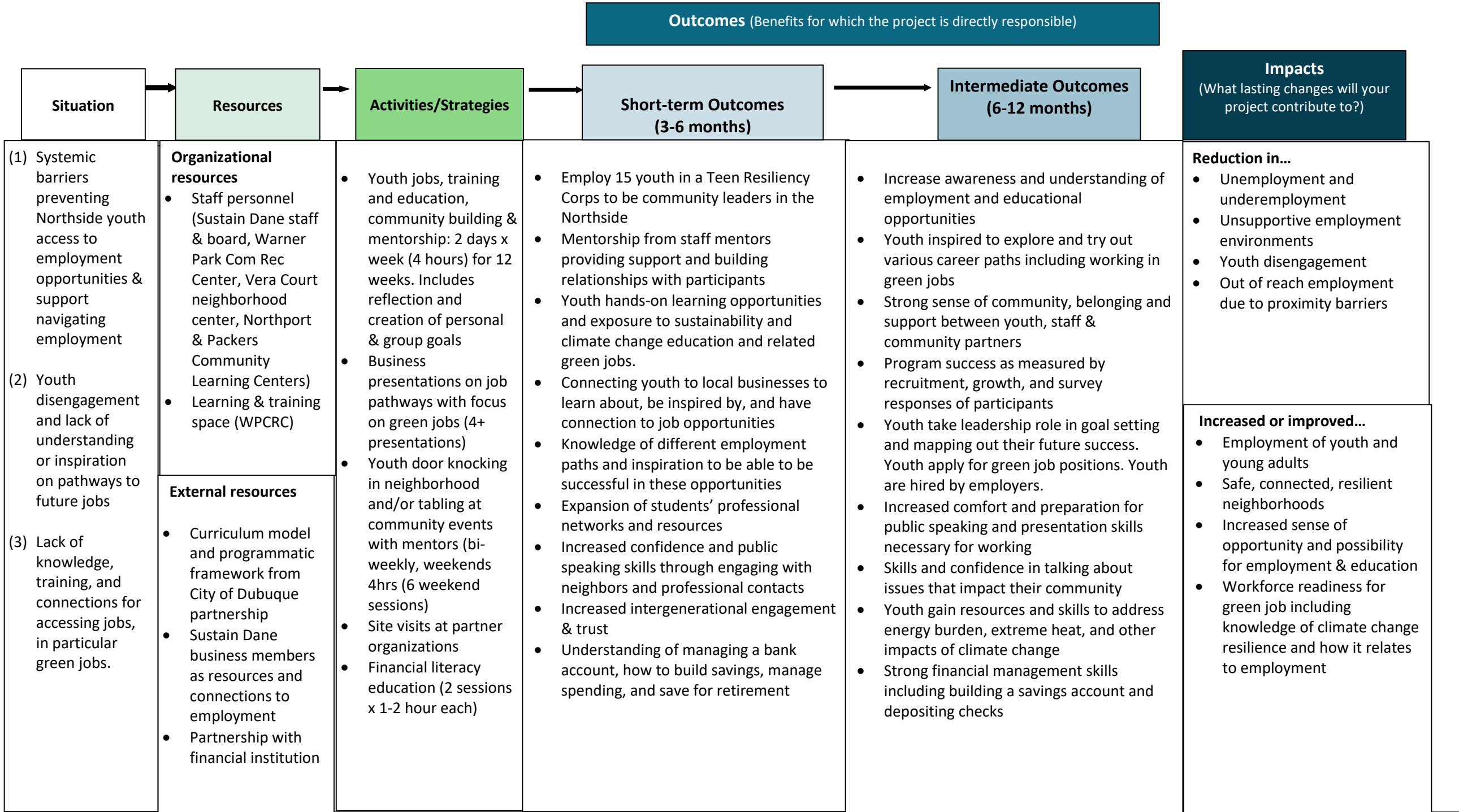
YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM
AGENCY AND PROGRAM REVENUES

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		PERSONNEL	50,600
		OTHER OPERATING	7,400
		SPACE	3,000
		SPECIAL COSTS	41,500
		TOTAL	102,500
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			102,500

Appendix B: Logic Model – Sustain Dane – Teen Resiliency Corps



Everlight Solar - Partner Agreement

City of Madison – Youth, Young Adult & Adult Employment Grant

Overview:

The Northside Teen Resiliency Corps (TRC) program will provide the connection and pathways with businesses working in the green job economy that lead to employment, such as Everlight Solar. Everlight Solar is the largest and fastest-growing home solar company in the Midwest, with operations across eight states, staff in 30 states, and a proud partner of Wisconsin Athletics. Everlight Solar is the Solar Company dedicated to providing you with the best solar panel installation cost, helping save money and save the planet. Everlight and Sustain Dane have a close working relationship and partnership that will be extended to youth employment.

Everlight Solar focuses on cultivating a work environment that enables people to do their best work, gain new skills, advance their careers, and be their best selves. Their goal is to ensure employees are emotionally connected with our long-term vision while being productive in their everyday jobs. Everlight offers a number of positions from sales and marketing to apprentice electrification and roofer that are open to young people (18+) new to the green job economy. They prioritize investment in their team to grow within the organization. A number of team members who have joined Everlight after high school are growing within the organization. Everlight employs more than 200 people and is expanding its team. They hired 158 people in 2021 and on track to hire more than 300 in 2022. The company recently released news of a new 64,000 sq ft building that will serve as headquarters in Dane County.

Program Outline:

- 6 months planning period (Jan-June) for program design, youth employment curriculum development and recruitment
- 12-week Teen Resiliency Corps summer employment program:
 - Late May – August (8-12 hr/week)
 - 15 students paid hourly for their participation in the program
 - 8 hours per week in employment skills training, community building activities, leadership building skills, sustainability and climate change education, business presentations, mentorship (2 sessions per week)
 - 4 hours every other weekend for neighborhood engagement door knocking
- Program includes business presentations & workforce readiness related to green jobs, and learning about how employment and sustainability intersect
- Workforce readiness for new green job economy including knowledge of climate change resilience and how it relates to employment
 - Teens will engage with business through presentations and site visits

- Teens talking with neighbors to build community resilience to impacts felt by climate change (extreme heat, energy burden, flooding etc.)
- Advisory committee meets monthly throughout the year
- Program based on successful Teen Resiliency Corps model of Dubuque Iowa presented at Madison Parks Equity Morning Café and GARE (Government Alliance on Race & Equity) conference.

Partner Responsibilities:

Everlight:

- During planning, Everlight will provide insight on curriculum design to include key skills, knowledge, and certificates that would be recognized as qualified for employment at Everlight
- During planning, work internally with Everlight Human Resources Department to explore opportunities to guarantee interviews for TRC participants.
- Give a business presentation to TRC introducing them to Everlight Solar Green job work in the solar industry, job opportunities, and the recruitment process. We anticipate that the presentations would be made by one or more individuals with a focus on including team members who joined Everlight directly after high school, team members who have grown in their roles within the company, and team members from BIPOC communities.
- Build relationships with other partners on the grant and on the Northside including Warner Park Community Recreation Center, Vera Court, and Northport Packers for potential future collaborations.

Funding:

Everlight will partner on the grant complimentary, no funding allocated in the grant.

Molly Livingston
Molly Livingston
Everlight Solar

____8/17/22____
Date

Claire Oleksiak
Claire Oleksiak
Executive Director Sus
tain Dane

8/17/22_____
Date

Northport & Packers Community Learning Centers - Partner Agreement

City of Madison – Youth, Young Adult & Adult Employment Grant

Overview:

The Northside Teen Resiliency Corps (TRC) will be developed and led by a coalition of partners including Sustain Dane, Vera Court Neighborhood Center, Warner Park Community Recreation Center, and Northport & Packers Community Learning Centers. The TRC will provide a summer employment opportunity for teens which will include training in workforce readiness for the new green economy, community building and mentorship, and building neighborhood resiliency. Sustain Dane will lead the education and connection with businesses for green jobs pathways, project management, grant reporting, and administrative duties. Dyanne Overstreet (hired by Sustain Dane) will serve as the Youth Program Director and lead facilitator, and representatives from Warner Park Community Recreation Center, Vera Court, Northport Packers Community Learning Center and Alder Charles Myadze will serve on the advisory committee providing input on the program design, recruitment, and evaluation.

Program Outline:

- 6 months planning period (Jan-June) for program design, youth employment curriculum development and recruitment
- 12-week Teen Resiliency Corps summer employment program:
 - Late May – August (8-12 hr/week)
 - 15 students paid hourly for their participation in the program
 - 8 hours per week in employment skills training, community building activities, leadership building skills, sustainability and climate change education, business presentations, mentorship (2 sessions per week)
 - 4 hours every other weekend for neighborhood engagement door knocking
- Program includes business presentations & workforce readiness related to green jobs, and learning about how employment and sustainability intersect
- Workforce readiness for new green job economy including knowledge of climate change resilience and how it relates to employment
 - Teens will engage with business through presentations and site visits
 - Teens talking with neighbors to build community resilience to impacts felt by climate change (extreme heat, energy burden, flooding etc.)
- Advisory committee meets monthly throughout the year
- Program based on successful Teen Resiliency Corps model of Dubuque Iowa presented at Madison Parks Equity Morning Café and GARE (Government Alliance on Race & Equity) conference.

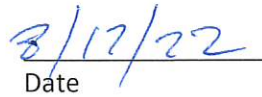
Partner Responsibilities:

Northport & Packers Community Learning Centers will:

- Participate in advisory committee, meeting once monthly throughout the year to:
 - Contribute knowledge of working with Northside youth to help develop successful youth employment training
 - Provide insight on program design
 - Inform curriculum development
 - Assist with recruitment strategy
- Recruit approximately 5 young people to join the program
- Build on foundation of strong relationships to be a liaison with youth and families

Funding:

Sustain Dane will provide grant funding of \$2,000 for Northport & Packers Community Learning Centers staff personnel time. If awarded the grant, Sustain Dane and Northport Packers Community & Learning Centers will agree on a payment schedule aligned with grant deliverables.


Margaret Porco
Date

Northport Packers Community & Learning Centers



Claire Oleksiak
Executive Director
Sustain Dane

8/17/22

Date

Vera Court Neighborhood Center - Partner Agreement

City of Madison – Youth, Young Adult & Adult Employment Grant

Overview:

The Northside Teen Resiliency Corps (TRC) will be developed and led by a coalition of partners including Sustain Dane, Vera Court Neighborhood Center, Warner Park Community Recreation Center, and Northport Packers Community Learning Center. The TRC will provide a summer employment opportunity for teens which will include training in workforce readiness for the new green economy, community building and mentorship, and building neighborhood resiliency. Sustain Dane will lead the education and connection with businesses for green jobs pathways, project management, grant reporting, and administrative duties. Dyanmond Overstreet (hired by Sustain Dane) will serve as the Youth Program Director and lead facilitator, and representatives from Warner Park Community Recreation Center, Vera Court, Northport Packers Community Learning Center and Alder Charles Myadze will serve on the advisory committee providing input on the program design, recruitment, and evaluation.

Program Outline:

- 6 months planning period (Jan-June) for program design, youth employment curriculum development and recruitment
- 12-week Teen Resiliency Corps summer employment program:
 - Late May – August (8-12 hr/week)
 - 15 students paid hourly for their participation in the program
 - 8 hours per week in employment skills training, community building activities, leadership building skills, sustainability and climate change education, business presentations, mentorship (2 sessions per week)
 - 4 hours every other weekend for neighborhood engagement door knocking
- Program includes business presentations & workforce readiness related to green jobs, and learning about how employment and sustainability intersect
- Workforce readiness for new green job economy including knowledge of climate change resilience and how it relates to employment
 - Teens will engage with business through presentations and site visits
 - Teens talking with neighbors to build community resilience to impacts felt by climate change (extreme heat, energy burden, flooding etc.)
- Advisory committee meets monthly throughout the year
- Program based on successful Teen Resiliency Corps model of Dubuque Iowa presented at Madison Parks Equity Morning Café and GARE (Government Alliance on Race & Equity) conference.

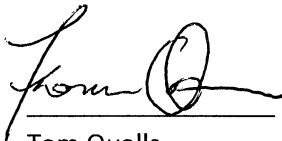
Partner Responsibilities:

Vera Court Neighborhood Center will:

- Provide staff member to serve as a TRC Mentor:
 - Work with Youth Program Director to provide support, inspiration, employment skills and job pathways for teens
 - Inspire youth to see themselves as part of the new green economy job market
 - Help teach culturally appropriate curriculum for BIPOC youth
 - Provide leadership development framework to inspire confidence in goal setting
 - Facilitate safe space for community building and trust
 - Facilitate youth feedback sessions to reflect on impact of program
 - Contribute to, review and edit learning and reports on impact of program
- Participate in advisory committee, meeting once monthly throughout the year to:
 - Contribute knowledge of working with Northside youth to help develop successful youth employment training
 - Provide insight on program design
 - Inform curriculum development
 - Assist with recruitment strategy
- Recruit approximately 5 young people from the Northside to participate in the program
- Build on foundation of strong relationships with families to be a liaison to parents of teens when needed

Funding:

Vera Court will be providing the funding to cover their staff involvement as a cost share for the program. The City grant funded share for the program will not be funding Vera Court's involvement.



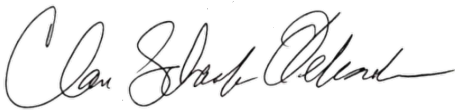
Tom Qualls

Program Director

Vera Court Neighborhood Center

8/17/2022

Date



Claire Oleksiak

Executive Director

Sustain Dane

8/17/22

Date

Warner Park Community Recreation Center - Partner Agreement

City of Madison – Youth, Young Adult & Adult Employment Grant

Overview:

The Northside Teen Resiliency Corps (TRC) will be developed and led by a coalition of partners including Sustain Dane, Vera Court Neighborhood Center, Warner Park Community Recreation Center, and Northport Packers Community Learning Center. The TRC will provide a summer employment opportunity for teens which will include training in workforce readiness for the new green economy, community building and mentorship, and building neighborhood resiliency. Sustain Dane will lead the education and connection with businesses for green jobs pathways, project management, grant reporting, and administrative duties. Dymond Overstreet (hired by Sustain Dane) will serve as the Youth Program Director and lead facilitator, and representatives from Warner Park Community Recreation Center, Vera Court, Northport Packers Community Learning Center and Alder Charles Myadze will serve on the advisory committee providing input on the program design, recruitment, and evaluation.

Program Outline:

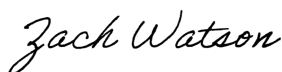
- 6 months planning period (Jan-June) for program design, youth employment curriculum development and recruitment
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 - 15 students paid hourly for their participation in the program
 - 8 hours per week in employment skills training, community building activities, leadership building skills, sustainability and climate change education, business presentations, mentorship (2 sessions per week)
 - 4 hours every other weekend for neighborhood engagement door knocking
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- Workforce readiness for new green job economy including knowledge of climate change resilience and how it relates to employment
 - Teens will engage with business through presentations and site visits
 - Teens talking with neighbors to build community resilience to impacts felt by climate change (extreme heat, energy burden, flooding etc.)
- Advisory committee meets monthly throughout the year
- Program based on successful Teen Resiliency Corps model of Dubuque Iowa presented at Madison Parks Equity Morning Café and GARE (Government Alliance on Race & Equity) conference.

Partner Responsibilities:

- Provide WPCRC space for training and education sessions as it is an important and accessible Northside community hub for youth we will serve in this program
- Lead Youth Leadership & Evaluation Team (YLET) student group to help inform program design and curriculum planning. The YLET defines and determines the belonging and wellness measures in the spaces youth participate in, igniting systemic change towards equitable power structures for individuals participating in the WPRC programs.
- Participate in advisory committee, meeting once monthly throughout the year to:
 - Contribute knowledge of working with Northside youth to help develop successful youth employment training
 - Provide insight on program design
 - Inform curriculum development
 - Assist with recruitment strategy
- Recruit approximately 5 young people to join the program
- Build on foundation of strong relationships to be a liaison with youth and families

Funding:

Sustain Dane will provide grant funding of \$3,000 for Warner Park Space rental (at \$20/hr) and \$900 provided to YLET student group for program planning. If awarded the grant, Sustain Dane and Northport Packers Community & Learning Centers will agree on a payment schedule aligned with grant deliverables.



Zach Watson

Warner Park Program Coordinator | Interim Facility Manager
Warner Park Community Recreation Center

8.17.22

Date



Claire Oleksiak
Executive Director
Sustain Dane

8/17/22

Date