



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:	Bayview Foundation Inc.	Total Amount Requested:	\$
Program Name:	Bayview Youth Leaders in Training & Community Leadership Crew		
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:	Nate Schorr, Program Manager	Email:	nateschorr@bayviewfoundation.org
Full Address:	601 Bay View, Madison, WI 53715	Telephone:	608-256-7808
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.

For 51 years, quietly and effectively, Bayview has been providing safe, affordable housing and a broad array of services to a diverse community of individuals, families, children and seniors. The Bayview model helps end intergenerational poverty, ensures children succeed in school, enables seniors to age in place, contributes to a stronger economy and helps create a more equitable Madison. Bayview is committed to moving low-income families out of poverty and helping them realize their aspirations. In the middle of the neighborhood, the Bayview community center provides essential programs. Steps from where they live, residents can access out-of-school programming for youth, food access, health and wellness activities, resources and referrals, adult education and career development, and in-depth arts and cultural programs. The Bayview model works. Children are succeeding in school and many advance to college or technical school after graduation. Families are building their savings and transitioning into market rate apartments and single-family homes. Seniors feel valued for their contributions, and adults and youth alike take pride in their homes, artwork, and connection to the broader neighborhood.

For the last 7 years, Bayview has coordinated a 10 week youth employment program for teens every summer with the goal of providing at least 14 youth with meaningful work experience, and employment and life skills. In the past the program was divided into two crews, the Giving Garden and Community Arts Crews, with paid employment opportunities supervised by Bayview staff, where youth could overcome barriers to employment by gaining work experience and developing employability skills such as collaboration, communication, and reliability. The Giving Garden did this through maintaining an organic garden and harvesting produce for Bayview's on-site food pantry. Community Arts Crew was focused on addressing a community need through some type of art intervention. This program has been remarkably successful, and in recent years has gone on to incorporate more education around financial literacy, and has developed a robust curriculum around personal and professional development that is rooted in race and equity.

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.

Housing and program staff generally know the names of every Bayview resident. Housing staff meet in person with each household on an annual basis at minimum to review household make-up, finances and current needs. Programming and services are accessed by residents of all ages -- toddlers, youth, teens, adults and elders -- so one-to-one relationships between staff and residents form naturally and staff come to know about the specifics of each person and family.

The success of Bayview is built on relationships and trust. Engaging the people who live at Bayview and/or participate in programming in decision making, policy development, program design, events planning, and preparing for the future of the community, is at the core of what Bayview does.

For example, in preparing for the complete redevelopment of housing and the community center, Bayview engaged 70 percent of all adult residents in the planning efforts. Staff held more than 25 community engagement meetings, and undertook several surveys (in multiple languages), as well as one-on-one interviews, and group design "charrettes" to capture resident input and ensure the future Bayview best reflects the values, priorities, interests and needs of current and future residents.

Even Bayview's center offers a physical environment that reflects residents, filled with art created by people of all different racial and cultural backgrounds. Programs, meetings and events always feature food, music and programming activities that are culturally relevant and inclusive.

Bayview intentionally designs drop-in and program spaces that are safe and welcoming physically and emotionally for BIPOC and LGBTQI persons. Staff who identify as queer and/or gender nonconforming lead the Youth Advocacy and Support program (YAAS), a hybrid of group programming, individual support, and specialized resource referrals for Middle and High School youth. This unique program aims to destigmatize conversations around mental health, increase feelings of emotional and social wellbeing, deconstruct daily challenges, and provide a robust system of support for teenagers. Gender differences are openly discussed and supported in this and all youth programming.

Also integrated into adult and teen programming are open conversations about topical issues (like discrimination, anti-immigration policies, anti-Asian incidents) that aim to create a greater awareness and sensitivity to racial differences and struggles.

Given that Bayview is a housing development with Section 8 contract, the residents who live here and access Bayview's services are very low to moderate income households. 93% of Bayview's current residents qualify for a housing assistance subsidy and pay only 30% of their income on rent. Additionally, of note, is that more than 60% of Bayview households are female-led and approximately 70% of the center users are from female-led households. Taking time to listen to and understand the issues specific to low income families, women and children, is a hallmark of Bayview's approach to providing services.

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

Bayview has a full-time staff of 11 and part-time staff of seven, the majority of whom are BIPOC. Currently 7 staff are bilingual or multilingual. Bayview makes a point of hiring people who share the lived experience and identities of those living in the community or accessing center services. The diversity of staff means each is able to amplify and respond to varying cultural perspectives and to connect in Bayview's many languages.

Staff professional development and organizational change and development are important, ongoing elements of Bayview's work. Supervisors work with each staff member to evaluate and design a balanced and meaningful development plan, and Bayview has steadily increased its professional development and training budgets for staff and board members to ensure they have the tools to be effective in their roles.

As a component to our professional development work, Bayview requires that white staff members participate in a monthly Unlearning White Privilege Group and BIPOC staff members can participate in an optional monthly BIPOC Affinity Group.

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.

Partnerships with MMSD, particularly staff at Franklin, Randall, Hamilton, and West, helps to build a strong bridge between families and the school district. Some of the most notable accomplishments from this include Bayview coordinating a Summer Study program with MMSD teachers for the past 9 years, as well as providing in-person support for virtual school for over 40 K-12 youth during the 2020-21 school year.

Partners organizations play a massive role in day-to-day youth programming at Bayview by providing specialized programming in the areas of the arts, science, leadership, and health/wellness. Some of the most prominent partners in this area include Wheels for Winners, REAP Food Group, Madison Ballet, Madison Public Library, The Bubbler at MPL, Tri4School, and UW Geology. A recent accomplishment from one of these partnerships is how REAP Food Group provided weekly education and experiential learning around food justice within Bayview's Youth Employment Program. REAP and Bayview co-created a 9-week curriculum to help participants better understand food systems in a way that was hands-on, culturally relevant, and instructive.

To better serve adult residents, Bayview partners with a wide array of organizations in the areas of food access, arts and culture, and health/wellness. This is perhaps most notable in how Bayview serves as an agency for Second Harvest where Bayview distributes over 7,500 lbs of food to over 100 households on a monthly basis. Bayview also maintains long standing partnerships with Literacy Network to provide ESL classes, with DaneNET in order to provide residents with support in the areas of digital literacy and access, and the UW Kinesiology Department in order to support elder residents around mobility and physical wellness.

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

Bayview participates in the Youth Employment Network, which is a collaborative effort of Dane County community-based organizations that are dedicated to ensuring that youth, who traditionally have barriers to employment, have meaningful, supported work experiences. This group has developed a coordinated continuum of education, volunteer and employment experiences within a tiered system of support, responsive to the needs of youth with barriers to success, that prepares youth to pursue their postsecondary educational, employment and career goals.

Bayview staff have participated in the Benefits of Banking workgroup since 2020. This group has been working to guide the completion of a Youth Financial Wellness Resource so that out-of-school-time youth service professionals can easily incorporate financial education into their programming. This group has also worked to help teens, including those who participate in Bayview's Youth Employment program, to open non-custodial bank accounts.

- 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+).

With anti-racism, voice, and diversity being some of Bayview's core organizational values, partnerships with like minded organizations are crucial to our work. Bayview critically analyzes any new partnerships through lens to ensure that all partnerships start from a place of shared values when it comes to race and equity. In a recent survey of Bayview's organizational partners conducted by the nINA Collective, 100% of the respondents agreed that "Bayview demonstrates a commitment to advancing racial equity and inclusion."

Perhaps most poignantly, Bayview has been partnering with the nINA Collective since 2021 in order to guide the vision and direction of the organization in a way that is centered on equity and racial justice. This includes, but is not limited to, monthly affinity groups, training and assessment in organizational transformation, co-learning sessions for staff and board, executive leadership coaching sessions, and community-wide antiracism work.

Bayview also has a long-standing link to Freedom Inc., which is a nonprofit organization that works with low-to-no-income communities of color. This relationship goes back to 2000 when the group was first established

and mobilized in the Bayview community. Freedom Inc. staff offices were housed at Bayview for at least 15 years and the two organizations share some of the same program participants. In recent years, Bayview and Freedom Inc. have partnered on servicing the programming needs of Hmong seniors, preparing Hmong and other Southeast Asian residents for Bayview's redevelopment by facilitating focus groups on culturally specific topics/practices, and supporting individuals with accessing legal and social work support.

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.
 - Summit Credit Union - This organization would provide support through education, financial services, and job placements. Summit's team of community educators would provide financial wellness education for participants in order to support them in how to safely manage their money after they've earned it. This curriculum would be a natural expansion on an existing partnership between Bayview and Summit as part of the CFE's Benefits of Banking workgroup. Summit would also provide easy access to safe and appropriate banking services, which is also a continuation of the work done through the Benefits of Banking initiative. Lastly, Summit would support this program by providing a variety of ongoing job offerings that participants could apply for. The flexibility of these positions (full/part time, in-person/remote, entry level/skilled positions) as well as the ability to branch off into different departments within the company would allow participants to thrive and advance in their careers at Summit.
 - UW Health - This organization would provide reliable access to a variety of well-paying jobs for participants. As participants work to complete Bayview's pre-employment curriculum, UW Health would collaborate with Bayview staff to provide a wide array of job openings for which participants could apply. After a successful hire, UW Health would continue to collaborate with Bayview on how to provide each employee with the appropriate training, support, and education in order to ensure they succeed while on the job.
 - Select Specialty Hospital - This organization would provide reliable access to a variety of well-paying jobs for participants. As participants work to complete Bayview's pre-employment curriculum, Select Specialty would collaborate with Bayview staff to provide a wide array of job openings for which participants could apply. After a successful hire, Select Specialty would continue to collaborate with Bayview on how to provide each employee with the appropriate training, support, and education in order to ensure they succeed while on the job.
 - DaneNET - As part of Bayview's Tech Hub program, DaneNET would provide participants training around digital literacy and skills training around topics such as email, Microsoft Office, Google Suite, and more.
 - nINA Collective - would expand on its existing contract with Bayview in order to provide additional consultation and direct support around conflict transformation for participants in the program.

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.

Bayview runs youth employment programs for teens to engage them in accessible, supportive and community-focused employment experiences that increase their comfort, motivation and interest in employment and prepare them for employment in the future. Moving forward, Bayview's efforts will be centered around two summer programs, Bayview Youth Leaders in Training and Community Leadership Crew. Recruitment for this program would be a continuation of the previous best practices established at Bayview, which is centered around long standing

relationships that Bayview staff already hold within the community, and it would be a natural progression from Bayview's after school programming during the school year.

Application and selection for this program begins in May when all participants are required to submit a cover letter, resume, and references before sitting down for an interview. In the event of the program reaching capacity, participants are selected based on the strength of their overall applications and interviews.

Beginning in mid-June, participants in grades 7-9 work in the Bayview Youth Leaders in Training program where their group-based work has a focus on food social justice. This program takes place over a 10-week period in the summer. Participants work on an organic garden nearby, growing produce for Bayview's food access programs. REAP Food Group facilitates lecture-style lessons on food systems and food justice (foundations of food social justice, what is a food desert, access to quality food, etc.). Participants will receive personal and professional development lessons weekly on topics like understanding your strengths and weaknesses, better communication, manners and social skills, and how to behave in formal vs informal settings.

Also beginning in mid-june, high school participants work in Community Leadership Crew, a summer program with internship placements throughout the community center, where they receive mentoring, income and high school credits, while giving back to the Bayview community. This program also takes place over a 10-week period in the summer, and has the option to continue throughout the fall and winter depending on funding and the availability of the participants. Two hours each week are dedicated to personal and professional development workshops, covering topics like workplace professionalism, resume writing, white supremacy and workplace expectations. Participants create individual development plans with action steps they can take to develop the skills needed to realize their professional goals. The expectation is that the first year they intern at Bayview, where there is lots of support, familiar project leaders, and a place to mess up and learn and grow among people who can watch and help correct mistakes. The second year of the graduated program places youth in positions with partnering organizations around town, like the Summit Credit Union, UW Health, and Select Speciality Hospital.

Each of these programs culminates in an "Internship Banquet" at the end of the summer where youth present their work and accomplishments to their peers, parents, staff, community members, and other program stakeholders. This works simultaneously as a way to help youth codify the lessons they've learned, reflect on their challenges, and also practice their public speaking and presentation skills.

The goal of this program would be to serve 20 participants annually and to have at least 17 participants complete the program in full every year (85%). The individual assessment process would feature objective measurements as well as subjective evaluations from staff and participants. There will be objective measurements for training and employment, including 20 hrs of training, 90 hours of employment, and completion of financial literacy training. Youth also participate in ongoing objective measurements of their level of engagement and participation within each program. This includes a self reporting of their perceived participation on a scale of 1-5, and is compared to the same measurement from their supervisors.

There will also be subjective measurements made by staff and participants around self-determined goals of confidence, knowledge of career options, and employability skills. Youth will also provide feedback on their experience at the end of the program during an exit meeting with staff. Staff will ask parents and other residents to share their observations of the program. Youth will comment on what skills they learned, and how their future plans after high school formed during the program participation.

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.

Outreach and recruitment for this program would be rooted in the deep relationships that Bayview already holds within the surrounding community. There are currently 277 residents at Bayview, almost all of whom are from low to moderate household incomes, with the average annual income is \$15,500 per year. The community is extremely diverse and most residents come from immigrant and refugee backgrounds, including: 48% are Hmong; 10% Vietnamese, Cambodian or Laotian; 25% Latinx; 15% African/African American; and 2% are white or Native American. The majority of the apartments have female heads of household. There are more than a dozen languages spoken at Bayview, with the primary ones being Hmong, English and Spanish. Though English is not the primary language spoken at Bayview, nearly all of the children at Bayview are bilingual. There are approximately 110 youth ages 0-18 living at Bayview, with roughly 8 youth in each year's high school graduating class. As Bayview moves through a major redevelopment of the neighborhood, the new Bayview will open its doors to 200 more low-income residents (including an anticipated 75 more children). The larger and better equipped community center and its surrounding features will offer expanded programming and services to more than twice as many people as it now serves, and will extend its reach to surrounding neighborhoods. This means that

Relationships and engagement with this population continue to be incredibly high, which means that recruitment is almost never a barrier for new and existing programs. Approximately 85% of the children living at Bayview participate in out-of-school programming held at Bayview's centrally located community center. For the Youth Employment Program, Bayview would continue to engage youth in Middle and High School on a daily basis through Bayview's ongoing after school and community programming. As Bayview continues to grow, it's likely that recruitment and participation in this program would continue to grow as well.

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

By incorporating ongoing input and feedback from youth and their families, Bayview's Youth Employment Program has evolved significantly over the past few years. One of the major ways is how the two programs have been divided by ages so that participants can drill down into more age-appropriate topics and skills as they navigate their personal and professional development. Participation has also increased because youth were sharing that they were more likely to participate if they were with their friends and classmates. Another significant shift is a rebranding from the previous Arts Crew and Giving Garden branding. Youth were sharing that they were feeling uncertain about participating after several years in the program because they had "already done it before." By rooting the branding of this program to be more focused on personal leadership and development, staff are able to communicate to youth that the essence of the program is less about the specific skills, and more about a personalized goal of professional development that can be repeated over several years. The last significant shift in this program is based on feedback from the youth about a desire to feel prepared "outside of Bayview," which has led to an element of the program being based in off-site work placements with community partners. Due to some of the youth having concerns about transportation and nervousness going into an off-site placement, Bayview has worked to establish relationships with organizations that are both nearby and sharing the same values as their Bayview community.

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.

Bayview's entire philosophical program model is rooted in understanding individual participant needs and customizing to meet those needs. It's possible that fewer people are served as a result, but at a deeper level and with better results.

Bayview's successful youth employment model continued relatively unchanged for 7 years. It was clear following two years of pandemic disruption and isolation though that more customized, individualized support was needed. The program was revamped in 2022 to add personal and professional development workshops along with one on one sessions for personal and long term professional goal setting.

Attendance has always been pretty high in youth employment at Bayview, but under the revamped program, attendance went up to between 80-100 percent for each participant. The professional development series showed marked success for each participant in reaching goals like being able to identify their learning style, skills they learned, accomplishments, and how they relate to their career/personal goals. The personal goals were highly individualized and included "increased confidence", "completing homework assignments", "making new friends at school".

Their long-term professional goals also showed a new level of sophistication and self-awareness. Participants sought careers in pharmaceutical technology, the food industry, and even starting their own small businesses.

The program best practices that will be carried forward include:

- Personal/professional development series
- Personalized goal setting 1:1 with staff
- Low ratios
- Reasonable pay
- Financial literacy curriculum, including access to safe and non-predatory banking services
- Cohort model that graduates into a supportive individualized model
- Initial placements in familiar environments with familiar supervisors
- Continued partnerships with organizations and local resources

We've learned reliable attendance leads to improved outcomes so we consistently track attendance and participation. Participants are expected to show up on time and are asked to self assess their level of engagement and participation for each session. Their assessments are compared to a rating from staff, and together they agree on a final score. This proved to be highly motivating for participants, and engagement increased along with attendance.

Another lesson learned from the revamped program is that an onboarding process is needed for supervisors. Training to ensure all understand best practices for communication, setting expectations, and a general sense of comfort in working directly with youth. While the 1:1 support from a supervisor had a significant positive impact on each youth, ongoing support from more experienced youth staff was needed and created bandwidth issues for all staff. By creating a more explicit training, the work of all staff members and their interactions with youth would become more streamlined and effective.

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

In all of what Bayview does – from youth employment to adult leadership programming to food access to planning for the redevelopment – Bayview places a priority on centering participant voice to guide the approach and response. Participants are included in the process and have agency in the design and implementation of the programs and services they are part of. Staff lead participants in activities to establish agreements, goals, and a shared understanding of what success looks like. Throughout the duration and at the conclusion of Bayview activities, Bayview staff – with feedback from participants – evaluate the effectiveness of the program.

For example, Bayview took a design justice process – a participatory design process that emphasizes the voices and priorities of people who are typically underrepresented and marginalized in design planning – to the rebuilding of the community from the earliest stages of planning, starting in 2018. The hopes, dreams and fears for the new Bayview were explored over 18 months through meetings, interviews, and charrettes. Input resulted in a vision and plan uniquely responsive to the cultural and individual needs of residents and the neighborhood.

This also plays out in Bayview Leaders, a community cohesion and leadership program, which meets twice a month and consists of 10 resident leaders and two Bayview staff members. At these bi-monthly meetings, the work is centered around identifying community needs and coming up with a plan on how to address them in collaboration with Bayview staff.

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.

Meaningful engagement and involvement from service recipients is central to Bayview's ongoing design and improvement of programs. Given Bayview's proximity to service recipients, it's important to hold the perspective that all program and service areas are interrelated, and must be considered when evaluating a program's impact and effectiveness. This proximity and interrelatedness also means that Bayview is constantly receiving and incorporating feedback informally on a daily basis across all areas of the organization.

In terms of formally feedback and and input, Bayview conducts regular community needs assessments, including one-to-one surveys -- by language -- that have the resident evaluate satisfaction related to: housing, resource access, food access, youth programming, early childhood, adult and senior programming, health and wellness, financial and digital literacy, and art and culture. Ongoing assessment is part of each Bayview program, and we conduct surveys to evaluate them quarterly. Goals and outcomes are built into each program, and results are measured against them.

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.



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Contact Person:	Nate Schorr, Program Manager	Email:	nateschorr@bayviewfoundation.org
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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.

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“charrettes” to capture resident input and ensure the future Bayview best reflects the values, priorities, interests and needs of current and future residents.

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 - nINA Collective - would expand on its existing contract with Bayview in order to provide additional consultation and direct support around conflict transformation for participants in the program.

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.

Bayview's Young Adult Employment Program would consist of enrolling 8 participants in a 12 week pre-employment training, a guaranteed job placement with a trusted organizational partner, as well as a year of ongoing coaching, support, and education while on the job. Recruitment for this program would be rooted in the deep pre-existing relationships that Bayview staff already hold with residents in the community, and it would be a natural progression from Bayview's existing Youth Employment program.

The pre-employment training program is centered around a 12-week immersive curriculum of six hours a week, completed during September-December evening and weekend hours, where participants are paid to learn a variety of skills to help them succeed in the workplace. As a continuation of Bayview's Youth Employment program, this curriculum would dive deeper into topics such as workplace conduct, task management, basic digital literacy, and financial wellness. This curriculum would be tailored to fit the unique needs of the participants, who will primarily be young BIPOC adults coming from households with extremely low incomes. This means that each topic area would be dissected through the lens of race, identity, and cultural expectations. Given that many participants will already be enrolled in a wide variety of public programs like FoodShare, BadgerCare, and Section 8 housing, Bayview Housing Partners and Dane County Job Center will also provide information for participants on how increased employment income will impact those various benefits.

As they approach the end of the 12-week comprehensive curriculum, participants would work towards a guaranteed job placement either at a job they find themselves, or with a partner organization with whom Bayview has established a pre-existing relationship. This includes organizations like Summit Credit Union, UW Health, Select Speciality Hospital, and more. By agreeing to be an organizational partner in this work, these organizations are committing to helping participants not only find jobs that suit the participants' skills, availability, and interests, but to also help them succeed while on the job through professional development, career advancement opportunities, and ongoing personal support in navigating workplace challenges. Bayview staff and Summit Credit Union would also work to ensure that every participant has access to safe and reliable banking services upon completion of the program.

After successfully securing a job placement, participants would then participate in one year of personalized support and professional development to ensure that they continue to get the support they need while they're on the job. This would involve three hours a month of paid participation activities outside of their work hours. These activities would include monthly check-ins or coaching sessions with a Bayview program staff member, a monthly meeting with a cohort of Bayview peers enrolled in the program, and a completion of a quarterly continuing education course as determined by the participant, Bayview staff, and a representative from their job placement. Bayview's Youth Advocacy and Support Program, Bayview's on-site mental health support program, would also provide ongoing support for participants to navigate their mental health needs throughout the program. That would involve direct 1:1 counseling, identity-based group work, or referrals and advocacy for more specialized services through an outside provider.

The goal of this program would be to serve 8 participants annually and to have at least 6 participants complete the program in full every year (75%). The individual assessment process would feature objective measurements as well as subjective evaluations from staff and participants. There will be objective outcomes and measurements around gains in employment (accepted job offers, hours worked, wage increases, positive staff/supervisor evaluations) as well as the completion of employment skills through the completion of pre and post employment trainings. There

will also be subjective measurements made by staff and participants around self-determined goals of confidence, knowledge of career options, and employability skills.

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.

Outreach and recruitment for this program would be rooted in the deep relationships that Bayview already holds within the surrounding community. There are currently 277 residents at Bayview, almost all of whom are from low to moderate household incomes, with the average annual income is \$15,500 per year. The community is extremely diverse and most residents come from immigrant and refugee backgrounds, including: 48% are Hmong; 10% Vietnamese, Cambodian or Laotian; 25% Latinx; 15% African/African American; and 2% are white or Native American. The majority of the apartments have female heads of household. There are more than a dozen languages spoken at Bayview, with the primary ones being Hmong, English and Spanish. Though English is not the primary language spoken at Bayview, nearly all of the children at Bayview are bilingual. There are approximately 110 youth ages 0-18 living at Bayview, with roughly 8 youth in each year's high school graduating class. As Bayview moves through a major redevelopment of the entire neighborhood, the new Bayview will open its doors to 200 more low-income residents (including an anticipated 75 more children). The larger and better equipped community center and its surrounding features will offer expanded programming and services to more than twice as many people as it now serves, and will extend its reach to surrounding neighborhoods.

Relationships and engagement with this population continue to be incredibly high, which means that recruitment is almost never a barrier for new and existing programs. Approximately 85% of the children living at Bayview participate in out-of-school programming held at Bayview's centrally located community center. For a Young Adult Employment Program, Bayview would engage youth who have recently graduated from high school, many of whom have shared that they struggle with the direction of their lives between the ages of 18-25 and would like more programming around increasing their employment skills and opportunities. As Bayview continues to grow, it's likely that recruitment and participation in this program would continue to grow as well.

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

Bayview is constantly engaging the community around needs and issues, and ultimately finding programmatic solutions to address them in an appropriate, accessible, and effective way. In regards to the Young Adult Employment Program, residents have consistently been sharing with staff about the challenges young people face once they finish high school as many of those supportive systems and programs no longer apply to them. Many participants in Bayview's Youth Employment Program list one of their goals as being able to succeed "outside of Bayview," however they're uncertain about where to start looking and worry about going somewhere that they're going to fail. This is why Bayview has established relationships with partner organizations where participants can easily apply for jobs. These organizations are nearby, making the transportation barrier that many residents face significantly less daunting. They have various departments and flexibility to move around to different roles which means that participants can feel like they're allowed to grow and evolve instead of being trapped in a specific field. Residents trust Bayview, and so these partnerships go a long way in making sure that people feel secure in taking that next step in their careers.

Youth Employment participants have shared that they wished there was "something like Youth Employment after High School." In annual surveys, a majority of participants list their favorite parts of the program are the personal and professional development lessons, and the fact they can go through it with their peers. This is why Bayview felt it was important to expand on the personal and professional curriculum in this program, and to deliver it in a way

where participants have a supportive cohort of their peers before they get hired as well as after they've started working. Being able to support, and be supported by, your neighbors is a central tenant to life at Bayview. In discussions with 18-25 year old residents at Bayview, they've shared that they want a program that puts them in a position to truly succeed. That means making the program accessible, relevant to young people of color, and ultimately helping them get jobs where they have lots of opportunities to advance and grow.

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.

Bayview's entire philosophical program model is rooted in understanding individual participant needs and customizing to meet those needs. It's possible that fewer people are served as a result, but at a deeper level and with better results.

Bayview's successful youth employment model continued relatively unchanged for 7 years. It was clear following two years of pandemic disruption and isolation though that more customized, individualized support was needed. The program was revamped in 2022 to add personal and professional development workshops along with one on one sessions for personal and long term professional goal setting.

Attendance has always been pretty high in youth employment at Bayview, but under the revamped program, attendance went up to between 80-100 percent for each participant. The professional development series showed marked success for each participant in reaching goals like being able to identify their learning style, skills they learned, accomplishments, and how they relate to their career/personal goals. The personal goals were highly individualized and included "increased confidence", "completing homework assignments", "making new friends at school".

Their long-term professional goals also showed a new level of sophistication and self-awareness. Participants sought careers in pharmaceutical technology, the food industry, and even starting their own small businesses.

We've always had the intention of scaffolding employment programming, so that it meets the needs of kids as they age. For young adult employment this means that in addition to personal and professional development workshops and one on one sessions for personal and long term professional goal setting, participants will be supported in seeking out and connecting to off-site job placements with trusted organizational partners.

The program best practices that will be carried forward include:

- Personal/professional development series
- Personalized goal setting 1:1 with staff
- Low ratios
- Reasonable pay
- Financial literacy curriculum, including access to safe and non-predatory banking services
- Cohort model that graduates into a supportive individualized model
- Job placements in a supportive environment that avoids traditional barriers to employment.
- Continued partnerships with organizations and local resources

We've learned reliable attendance leads to improved outcomes so we consistently track attendance and participation. Participants are expected to show up on time and are asked to self assess their level of engagement and participation for each session. Their assessments are compared to a rating from staff, and together they agree on a final score. This proved to be highly motivating for participants, and engagement increased along with attendance.

Another lesson learned from youth employment programming and even broader experiences in young adult staff is the importance of a close relationship with an individual coach or supervisor. Much like how research and best practices point to for Americorps members, one of the best indicators of higher outcomes for young adults in their employment is the amount of time they spend checking in with their supervisors. This is why coaching and close relationships with Bayview staff and on-the-job supervisors are positioned as critical components to this program design.

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

In all of what Bayview does – from youth employment to adult leadership programming to food access to planning for the redevelopment – Bayview places a priority on centering participant voice to guide the approach and response. Participants are included in the process and have agency in the design and implementation of the programs and services they are part of. Staff lead participants in activities to establish agreements, goals, and a shared understanding of what success looks like. Throughout the duration and at the conclusion of Bayview activities, Bayview staff – with feedback from participants – evaluate the effectiveness of the program.

For example, Bayview took a design justice process – a participatory design process that emphasizes the voices and priorities of people who are typically underrepresented and marginalized in design planning – to the rebuilding of the community from the earliest stages of planning, starting in 2018. The hopes, dreams and fears for the new Bayview were explored over 18 months through meetings, interviews, and charrettes. Input resulted in a vision and plan uniquely responsive to the cultural and individual needs of residents and the neighborhood.

This also plays out in Bayview Leaders, a community cohesion and leadership program, which meets twice a month and consists of 10 resident leaders and two Bayview staff members. At these bi-monthly meetings, the work is centered around identifying community needs and coming up with a plan on how to address them in collaboration with Bayview staff.

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.

Meaningful engagement and involvement from service recipients is central to Bayview's ongoing design and improvement of programs. Given Bayview's proximity to service recipients, it's important to hold the perspective that all program and service areas are interrelated, and must be considered when evaluating a program's impact and effectiveness. This proximity and interrelatedness also means that Bayview is constantly receiving and incorporating feedback informally on a daily basis across all areas of the organization.

In terms of formally feedback and input, Bayview conducts regular community needs assessments, including one-to-one surveys -- by language -- that have the resident evaluate satisfaction related to: housing, resource access, food access, youth programming, early childhood, adult and senior programming, health and wellness, financial and digital literacy, and art and culture. Ongoing assessment is part of each Bayview program, and we conduct surveys to evaluate them quarterly. Goals and outcomes are built into each program, and results are measured against them.

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



Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: cddapplications@cityofmadison.com

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:	Bayview Foundation Inc.	Total Amount Requested:	\$ 32663
Program Name:	Bayview Works: Adult Employment		
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:	Nate Schorr, Program Manager	Email:	nateschorr@bayviewfoundation.org
Full Address:	601 Bay View, Madison, WI 53715	Telephone:	608-256-7808
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.

For 51 years, quietly and effectively, Bayview has been providing safe, affordable housing and a broad array of services to a diverse community of individuals, families, children and seniors. The Bayview model helps end intergenerational poverty, ensures children succeed in school, enables seniors to age in place, contributes to a stronger economy and helps create a more equitable Madison. Bayview is committed to moving low-income families out of poverty and helping them realize their aspirations. In the middle of the neighborhood, the Bayview community center provides essential programs. Steps from where they live, residents can access out-of-school programming for youth, food access, health and wellness activities, resources and referrals, adult education and career development, and in-depth arts and cultural programs. The Bayview model works. Children are succeeding in school and many advance to college or technical school after graduation. Families are building their savings and transitioning into market rate apartments and single-family homes. Seniors feel valued for their contributions, and adults and youth alike take pride in their homes, artwork, and connection to the broader neighborhood.

Bayview's experience in employment services has been mostly focused on running a successful youth employment program for the last 7 years. In operating this program, staff have learned the importance of creating more individualized supports in order to make services relevant to the unique situations and needs of residents. In coupling this experience with deep relationships and extensive work in adults in various program areas, including skill development and leadership programs, Bayview is uniquely positioned to be able to reach a group that faces significant barriers to employment.

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

Housing and program staff generally know the names of every Bayview resident. Housing staff meet in person with each household on an annual basis at minimum to review household make-up, finances and current needs. Programming and services are accessed by residents of all ages -- toddlers, youth, teens, adults and elders -- so one-to-one relationships between staff and residents form naturally and staff come to know about the specifics of each person and family.

The success of Bayview is built on relationships and trust. Engaging the people who live at Bayview and/or participate in programming in decision making, policy development, program design, events planning, and preparing for the future of the community, is at the core of what Bayview does.

For example, in preparing for the complete redevelopment of housing and the community center, Bayview engaged 70 percent of all adult residents in the planning efforts. Staff held more than 25 community engagement meetings, and undertook several surveys (in multiple languages), as well as one-on-one interviews, and group design "charrettes" to capture resident input and ensure the future Bayview best reflects the values, priorities, interests and needs of current and future residents.

Even Bayview's center offers a physical environment that reflects residents, filled with art created by people of all different racial and cultural backgrounds. Programs, meetings and events always feature food, music and programming activities that are culturally relevant and inclusive.

Bayview intentionally designs drop-in and program spaces that are safe and welcoming physically and emotionally for BIPOC and LGBTQI persons. Staff who identify as queer and/or gender nonconforming lead the Youth Advocacy and Support program (YAAS), a hybrid of group programming, individual support, and specialized resource referrals for Middle and High School youth. This unique program aims to destigmatize conversations around mental health, increase feelings of emotional and social wellbeing, deconstruct daily challenges, and provide a robust system of support for teenagers. Gender differences are openly discussed and supported in this and all youth programming.

Also integrated into adult and teen programming are open conversations about topical issues (like discrimination, anti-immigration policies, anti-Asian incidents) that aim to create a greater awareness and sensitivity to racial differences and struggles.

Given that Bayview is a housing development with Section 8 contract, the residents who live here and access Bayview's services are very low to moderate income households. 93% of Bayview's current residents qualify for a housing assistance subsidy and pay only 30% of their income on rent. Additionally, of note, is that more than 60% of Bayview households are female-led and approximately 70% of the center users are from female-led households. Taking time to listen to and understand the issues specific to low income families, women and children, is a hallmark of Bayview's approach to providing services.

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

Bayview has a full-time staff of 11 and part-time staff of seven, the majority of whom are BIPOC. Currently 7 staff are bilingual or multilingual. Bayview makes a point of hiring people who share the lived experience and identities of those living in the community or accessing center services. The diversity of staff means each is able to amplify and respond to varying cultural perspectives and to connect in Bayview's many languages.

Staff professional development and organizational change and development are important, ongoing elements of Bayview's work. Supervisors work with each staff member to evaluate and design a balanced and meaningful development plan, and Bayview has steadily increased its professional development and training budgets for staff and board members to ensure they have the tools to be effective in their roles.

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 - Literacy Network - Literacy Network would offer weekly ESL programming to Bayview residents. This would include developing curriculum and authentic classroom materials tailored to participants' goals and needs and providing ESL instruction toward those goals.

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.

Bayview's Adult Employment Program would consist of enrolling 6 adults in a year-long program where they are assigned an employment coach who helps them develop the skills and overcome the unique barriers that are preventing them from gaining the employment they desire. Recruitment would take place between September and December, and staff and resident leaders lean on deep relationships with community members to identify adults

who are unemployed and underemployed. Applicants would complete an interview with the program staff to outline their employment goals and barriers to achieving them. In the event of more than six applicants, program staff would make a determination on which six are the best candidates for the program based on their interview.

In January, participants would meet with their assigned coach in order to co-create a unique job plan to overcome their specific barriers. Based on conversations with residents who would be likely participants in this program, this plan would likely include reviewing available positions at nearby organizations, enrolling in ESL and digital literacy classes (which would be hosted at Bayview), identifying and enrolling in other professional development courses, and troubleshooting child-care and transportation challenges.

In the subsequent 12 months, each participant would meet with their assigned job coach for two hour-long meetings a month in order to check the progress of their job plan, navigate challenges, and make adjustments as needed. In the event of a successful hire, participants would continue to meet with their assigned coach in order to maintain the necessary level of support in order to succeed once they are on the job. The design of this program would feature supports that would likely address many of the common challenges that residents already face when seeking and maintaining employment. Bayview has established partnerships with several organizations with a wide range of entry level and skilled positions that are within walking distance to the Bayview neighborhood. For those that want to seek jobs that require a different mode of transportation, Bayview would help participants navigate transportation solutions, including securing bus passes or arranging ridesharing. Because many residents struggle with child care when seeking out professional development opportunities, Bayview youth program staff would provide child-care during the weekly ESL and digital literacy classes hosted at Bayview.

The goal of this program would be to serve 6 participants annually and to have at least 4 participants complete the program in full every year (66%). The individual assessment process would feature objective measurements as well as subjective evaluations from staff and participants. There will be objective outcomes and measurements around gains in employment (accepted job offers, hours worked, wage increases, positive staff/supervisor evaluations) as well as the completion of employment skills through the completion of pre and post employment trainings. There will also be subjective measurements made by staff and participants around self-determined goals of confidence, knowledge of career options, and employability skills.

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.

Outreach and recruitment for this program would be rooted in the deep relationships that Bayview already holds within the surrounding community. There are currently 277 residents at Bayview, almost all of whom are from low to moderate household incomes, with the average annual income is \$15,500 per year. The community is extremely diverse and most residents come from immigrant and refugee backgrounds, including: 48% are Hmong; 10% Vietnamese, Cambodian or Laotian; 25% Latinx; 15% African/African American; and 2% are white or Native American. The majority of the apartments have female heads of household. There are more than a dozen languages spoken at Bayview, with the primary ones being Hmong, English and Spanish. Though English is not the primary language spoken at Bayview, nearly all of the children at Bayview are bilingual.

A key element to recruitment would be through the grassroots organizing of Bayview Leaders, Bayview's community cohesion and resident leadership program. This group, consisting of 10 residents leaders and two Bayview staff, meets twice a month to identify community needs and come up with a plan on how to address them. Each of the 10 Bayview Leaders checks in with a list of their neighbors on a monthly basis to not only garner their feedback, but to also help connect them with resources that are already available. With this new program, Bayview Leaders would

share it with their neighbors and help recruit them to participate. In addition to this effort, Bayview staff would identify and communicate with residents throughout their daily work to spread the word about the program and actively recruit those who are the best fit.

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

In Bayview's extensive engagement with residents over the past few years, four main areas continue to come up when talking about challenges to gaining ideal employment. Those areas are language barriers, digital literacy, transportation, and child care. The frequency of feedback around language access and digital literacy is why it was critical for this program to get the support of outside facilitators from Literacy Network and DaneNET. In a recent focus group of Bayview residents conducted by Greater Madison MPO, 100% of the participants shared that transportation barriers were a "significant" consideration when thinking about employment. Because of this, Bayview has established partnerships with several organizations, including Summit Credit Union, UW Health, and Select Specialty Hospital, that are not only constantly hiring for numerous jobs, but are also within walking distance of Bayview. In regards to child care, this program has incorporated an element of child care with trusted program staff during the technology and language classes so that residents can participate fully in these crucial skill building courses.

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.

Bayview's entire philosophical program model is rooted in understanding individual participant needs and customizing to meet those needs. It's possible that fewer people are served as a result, but at a deeper level and with better results.

Though adult employment programming has been limited at Bayview due to lack of available funding and past capacity, Bayview has hosted a successful youth employment model for 7 years. Many elements of this programming – including personal and professional development workshops along with one-on-one sessions for personal and long term professional goal setting – would be carried forward with adult participants.

We've always had the intention of scaffolding employment programming, so that it meets the needs of individuals as they age. For adult employment this means participants will be assigned a coach to work with them in reviewing available positions at nearby organizations, enrolling in ESL and digital literacy classes (which would be hosted at Bayview), identifying and enrolling in other professional development courses, and troubleshooting child-care and transportation challenges.

The program best practices that will be carried forward include:

- Personalized goal setting 1:1 with staff
- Financial literacy curriculum, including access to safe and non-predatory banking services
- When needed, supportive programs like literacy, financial independence, technology, and child care programs at Bayview

- Job placements in a supportive environment that avoids traditional barriers to employment
- Continued partnerships with organizations and local resources

Another lesson learned from youth employment programming and even broader experiences in adult staff is the importance of a close relationship with an individual coach or supervisor. Much like how research and best practices point to for AmeriCorps members, one of the best indicators of higher outcomes for adults in their employment is the amount of time they spend checking in with their supervisors and coaches. This is why coaching and close relationships with Bayview staff and on-the-job supervisors are positioned as critical components to this program design.

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

In all of what Bayview does – from youth employment to adult leadership programming to food access to planning for the redevelopment – Bayview places a priority on centering participant voice to guide the approach and response. Participants are included in the process and have agency in the design and implementation of the programs and services they are part of. Staff lead participants in activities to establish agreements, goals, and a shared understanding of what success looks like. Throughout the duration and at the conclusion of Bayview activities, Bayview staff – with feedback from participants – evaluate the effectiveness of the program.

For example, Bayview took a design justice process – a participatory design process that emphasizes the voices and priorities of people who are typically underrepresented and marginalized in design planning – to the rebuilding of the community from the earliest stages of planning, starting in 2018. The hopes, dreams and fears for the new Bayview were explored over 18 months through meetings, interviews, and charrettes. Input resulted in a vision and plan uniquely responsive to the cultural and individual needs of residents and the neighborhood.

This also plays out in Bayview Leaders, a community cohesion and leadership program, which meets twice a month and consists of 10 resident leaders and two Bayview staff members. At these bi-monthly meetings, the work is centered around identifying community needs and coming up with a plan on how to address them in collaboration with Bayview staff.

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.

Meaningful engagement and involvement from service recipients is central to Bayview's ongoing design and improvement of programs. Given Bayview's proximity to service recipients, it's important to hold the perspective that all program and service areas are interrelated, and must be considered when evaluating a program's impact and effectiveness. This proximity and interrelatedness also means that Bayview is constantly receiving and incorporating feedback informally on a daily basis across all areas of the organization.

In terms of formally feedback and and input, Bayview conducts regular community needs assessments, including one-to-one surveys -- by language -- that have the resident evaluate satisfaction related to: housing, resource access, food access, youth programming, early childhood, adult and senior programming, health and wellness, financial and digital literacy, and art and culture. Ongoing assessment is part of each Bayview program, and we conduct surveys to evaluate them quarterly. Goals and outcomes are built into each program, and results are measured against them.

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: Bayview Foundation Inc.

Total Amount Requested: \$146,641

Contact Name and Email for Budget Info: Nate Schorr, Program Manager nateschorr@bayviewfoundation.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	0	0	0			
UNITED WAY DANE CO	0	0	0	0			
CITY CDD-This Application	146,641	66,070	47,908	32,663			
OTHER GOVT*	0						
FUNDRAISING DONATIONS**	76,705	30,535	23,085	23,085			
USER FEES	0						
TOTAL REVENUE	223,346	96,605	70,993	55,748	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	67,291	61,966	28,295	26,520	20,808	19,033	18,188	16,413					
Taxes/Benefits	23,680	22,300	10,260	9,800	6,710	6,250	6,710	6,250					
Subtotal A.	90,971	84,266	38,555	36,320	27,518	25,283	24,898	22,663	0	0	0	0	0
B. OTHER OPERATING													
Insurance	1,700	0	700	0	500	0	500	0					
Professional Fees/Audit	15,000	12,000	0	0	7,500	6,000	7,500	6,000					
Postage/Office & Program	6,000	6,000	4,000	4,000	1,000	1,000	1,000	1,000					
Supplies/Printing/Photocopy	2,500	0	1,000	0	750	0	750	0					
Equipment/Furnishings/Depr.	0	0	0	0	0	0	0	0					
Telephone	300	0	100	0	100	0	100	0					
Training/Conferences	4,000	0	2,000	0	1,000	0	1,000	0					
Food/Household Supplies	3,500	3,500	1,500	1,500	1,000	1,000	1,000	1,000					
Travel	2,000	2,000	0	0	0	0	2,000	2,000					
Vehicle Costs/Depreciation	750	750	500	500	250	250	0	0					
Other	0	0	0	0	0	0	0	0					
Subtotal B.	35,750	24,250	9,800	6,000	12,100	8,250	13,850	10,000	0	0	0	0	0
C. SPACE													
Rent/Utilities/Maintenance	7,000	0	3,000	0	2,000	0	2,000	0					
Mortgage Principal/Interest	0	0	0	0	0	0	0	0					
Depreciation/Taxes	0	0	0	0	0	0	0	0					
Subtotal C.	7,000	0	3,000	0	2,000	0	2,000	0	0	0	0	0	0
D. SPECIAL COSTS													
Assistance to Individuals	0	0	0	0	0	0	0	0					
Participant Wages	42,500	32,500	30,000	20,000	12,500	12,500	0	0					
Participant Taxes/Benefits	7,125	5,625	5,250	3,750	1,875	1,875	0	0					
Other	0	0	0	0	0	0	0	0					
Subtotal D.	49,625	38,125	35,250	23,750	14,375	14,375	0	0	0	0	0	0	0
TOTAL (A.-D.)	183,346	146,641	86,605	66,070	55,993	47,908	40,748	32,663	0	0	0	0	0

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM

AGENCY AND PROGRAM REVENUES

Bayview Foundation 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***	2023 Amount Requested from the City of Madison
Executive Director	0.02	0.02	0.02			0.06	88,759	23,000	111,759	42.67	0
Program Manager	0.05	0.05	0.05			0.15	58,250	21,000	79,250	28	11,887
Youth and Community Wellness	0.2	0.2	0.1			0.50	46,800	20,000	66,800	22.5	33,400
Adult and Senior Program Coordinator	0	0.1	0.15			0.25	46,800	20,000	66,800	22.5	16,700
Youth Advocacy and Support	0.2	0.05	0			0.25	41,600	20,000	61,600	20	18,480
Youth Program Staff	0	0	0.1			0.10	18,000	2,000	20,000	17	2,000
Youth Employment Group Leader	0.15	0	0			0.15	5,928	750	6,678	19	6,678
						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:	0.62					1.46	306,137	106,750	412,887	171.67	89,145

ERROR

*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

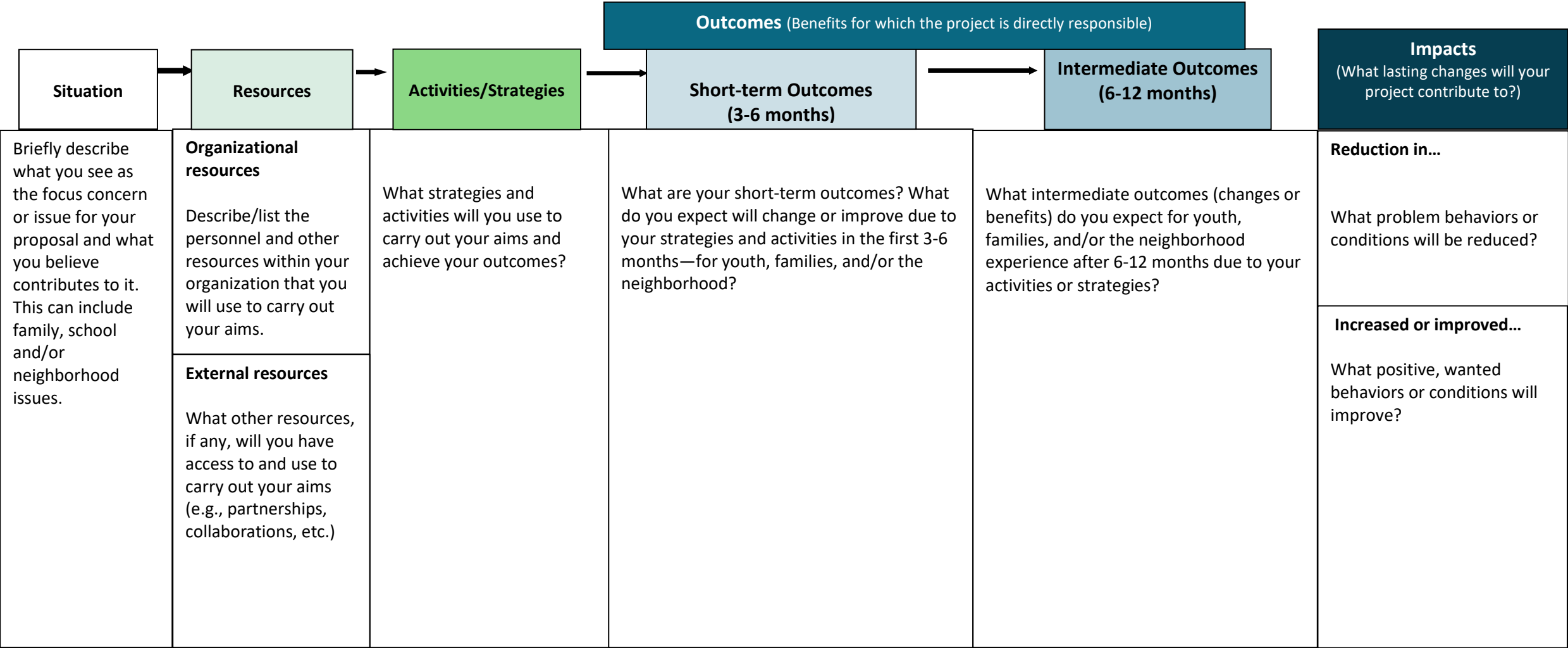
Please name each program you are requesting funding for next to each funding request.

**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	Youth Employment - Bayview Youth Leaders In Training and Community Leadership Crew	PERSONNEL	36,320
		OTHER OPERATING	6,000
		SPACE	0
		SPECIAL COSTS	23,750
		TOTAL	66,070
B	Bayview Works: Young Adult Employment	PERSONNEL	25,283
		OTHER OPERATING	8,250
		SPACE	0
		SPECIAL COSTS	14,375
		TOTAL	47,908
C	Bayview Works: Adult Employment	PERSONNEL	22663
		OTHER OPERATING	10,000
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	32,663
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			146,641

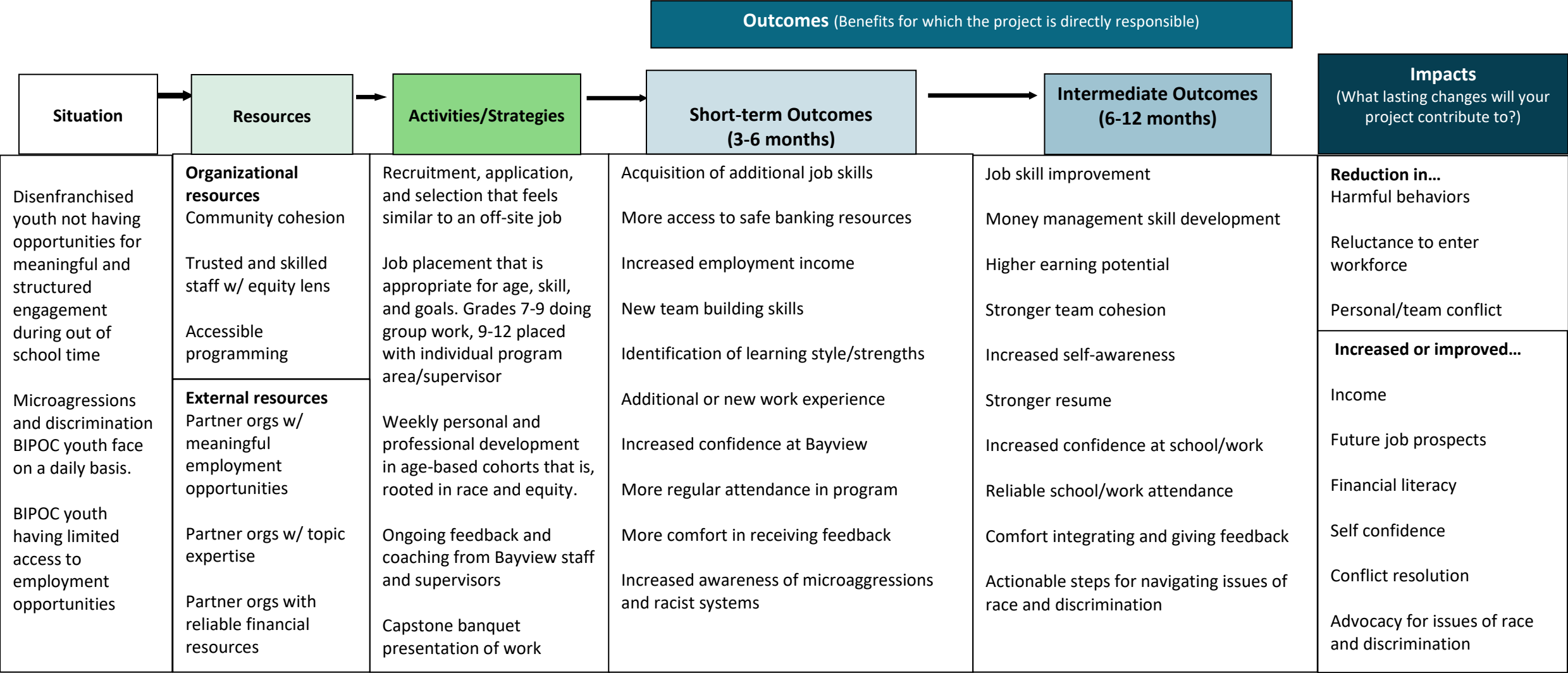
Appendix B: Logic Model

Logic Model Template:
The following logic model template should be used by applicants applying for funds to support youth, young adult & adult employment and training initiatives. Any content over the 3 page limit will not be considered by reviewers. Below is a brief definition of each required logic model component.

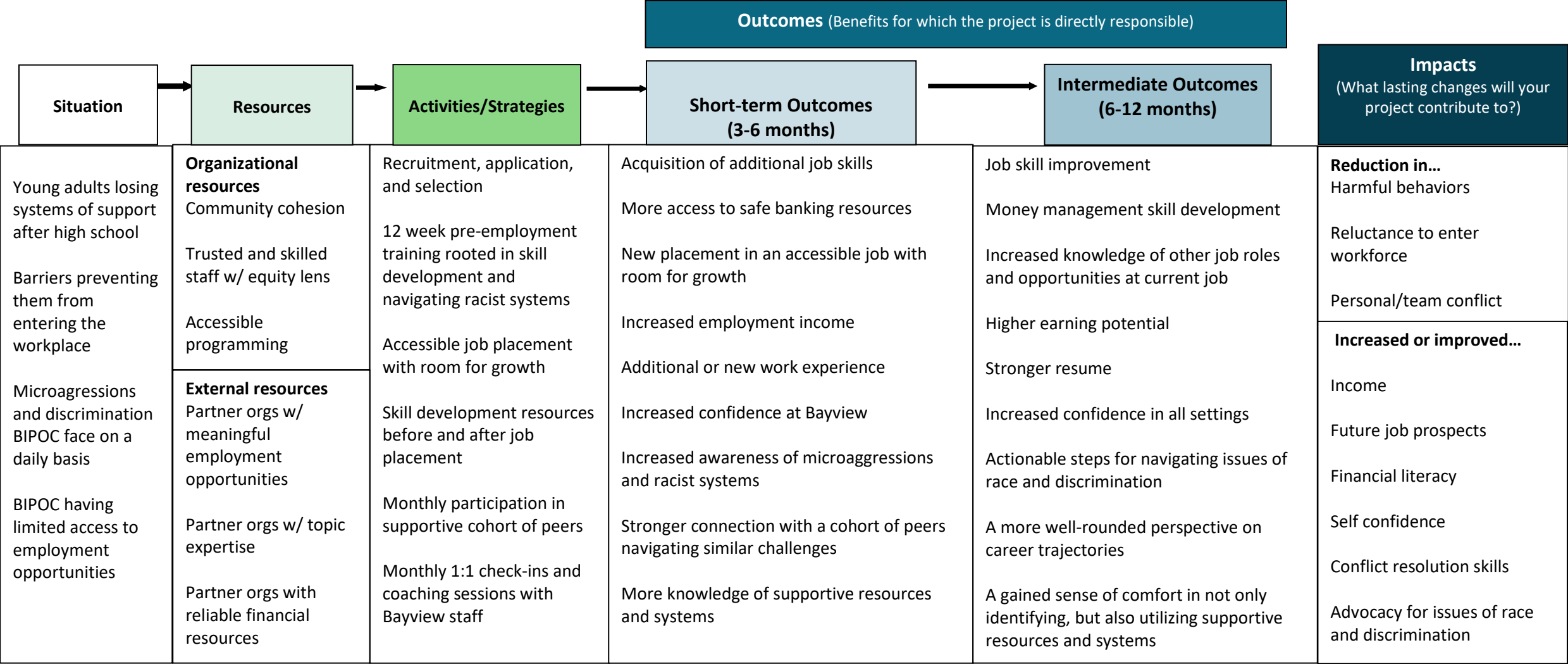


Possible Sources of Evidence	Survey Data?	School Data?	Crime Data?	Family Reports?	Focus Group Data?	Interview Data?	Other Data?
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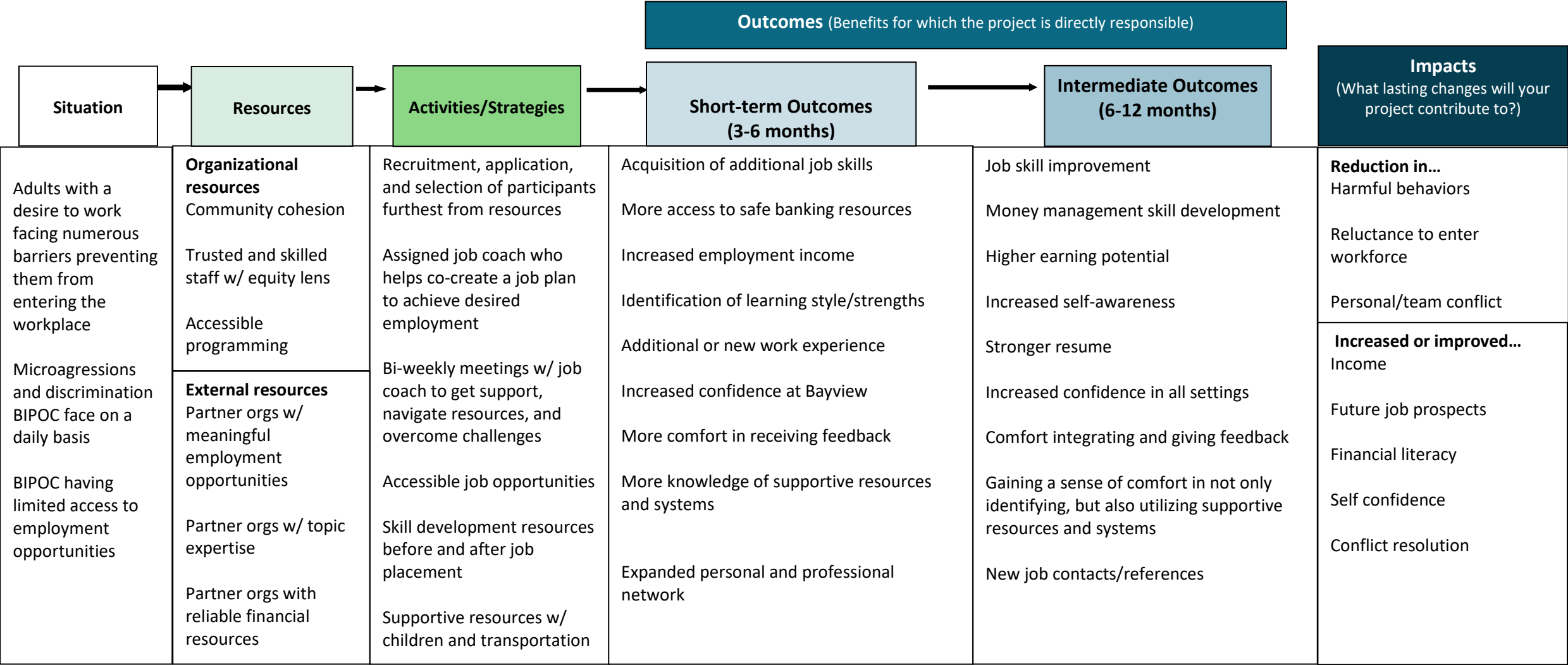
Appendix B: Logic Model



Appendix B: Logic Model



Appendix B: Logic Model





Literacy Network™

Improving Lives Through Literacy

Mission: Literacy Network helps adults in Dane County build skills, reach goals, and connect communities.

August 15, 2022

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

Dear City of Madison Community Development Division:

I am pleased to provide this letter confirming Literacy Network's commitment to partner with the Bayview Foundation to offer English as a Second Language (ESL) programming to Bayview residents and other community members in 2023 and beyond, as part of their application for Community Development Division funding.

As part of our programming, Literacy Network provides English classes in partnership with community organizations to encourage English-language-learning adults to engage in the community and support their families. In our partnership, Bayview will provide financial support toward the cost of instruction and will invite residents and community members to participate in the classes. Literacy Network will develop curriculum and authentic classroom materials tailored to participants' goals and needs and provide ESL instruction toward those goals.

Literacy Network and Bayview have successfully partnered in past years to provide ESL programs, and we are pleased to renew and strengthen our collaboration through this partnership.

Sincerely,

Autumn Jackson, Grants Manager

autumn@litnetwork.org

Literacy Network

701 Dane Street | Madison WI 53713

Office: 608.244.3911 | Direct: 608.999.4124



August 12, 2022

To Whom it May Concern:

I am writing to share Summit Credit Union's support for, and commitment to, Bayview's application for Youth and Adult Employment programming which supports youth and adults in Madison in overcoming barriers to employment. Bayview's model of affordable housing combined with supportive community services through a centralized community center will allow participants to get the comprehensive support they truly need to thrive in the workforce. Summit Credit Union is excited to build off a strong existing partnership with Bayview as we move forward on this project.

Summit has a desire to help students understand the benefits of using a financial institution for banking services, including information on how to understand terms, services, account options, potential charges associated with banking, and how to navigate opening an account on your own for the first time. Our commitment to financial empowerment can be seen through our many community partnerships with youth focused organizations across South Central Wisconsin.

As a partner with Bayview in their work in Youth and Adult Employment, Summit Credit Union is invested in making sure that participants have access to a robust system support, education, and resources for their financial wellbeing. We look forward to providing even more financial wellness education to a community where we already have established relationships with youth and adults. We are also committed to working closely with Bayview to provide participants in the program with access to job opportunities that are not only relevant to their skills and interests, but also primed for growth and development as they advance in their careers.

If you should have any questions, please feel free to reach me at the contact information below.

Thank you for your time and consideration of this expanded partnership.

Sincerely,

A handwritten signature in cursive script that reads 'Kristel McHugh'.

Kristel McHugh

Community Impact Financial Education Specialist

SummitFinancialEducation@summitcreditunion.com



To: Community Development Division (CDD) of the City of Madison
From: Juli Aulik, Director, Community Relations, UW Health
Re: Bayview proposal regarding Youth, Young Adult and Adult Employment
Date: August 17, 2022

UW Health supports Bayview's Youth and Adult Employment proposal in response to the City of Madison's Youth, Young Adult, and Adult Employment RFP.

We met recently with Bayview leaders to discuss Bayview's unique position in our community working with Black, Indigenous, people of color (BIPOC) as well as immigrants to develop workforce development initiatives with UW Health. While those conversations are in their early days, we have a long history supporting Bayview's work and know firsthand how effective it is in engaging with its community, arguably one of the most-diverse in the city.

We are interested to explore with Bayview the potential to work with its staff and community on identifying positions at UW Health in high need and the training and supports needed for success. UW Health's anti-racist commitment and strong diversity, equity, and inclusion program would underpin future work.

I would be happy to address questions. You may contact me at jaulik@uwhealth.org. Thank you.