

ANNUAL REPORT 2021



Common Wealth
Development



A LETTER FROM THE EXECUTIVE DIRECTOR

**Dear Common Wealth Development Friends,
Supporters, and Family,**

We said “Onward to 2021!” in our last year’s report and truly tackled our challenges head on this year.

I am honored to be able to share space with all the folks I do in this work. Businesses, residents, community organizations, and our partners all make this work something I am so proud to be a small part of.

I want to extend a huge ****Thank You**** to everyone who has supported our work this year, through donations, volunteering, sharing your story of impact, and cheering for us, it truly helped us to grow and flourish this year. We are confident that this year made us stronger as an organization.

This year we celebrated 25 years of MSI with the Main Street Bazaar. In 1997 Common Wealth took over an old bus barn and transformed it into the foundation of a thriving economic corridor in downtown Madison. There have been so many amazing success stories of talented entrepreneurs seeing their dreams to fruition through this space, and we are proud to have been along with them on their journeys.

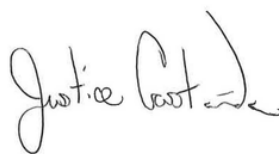
2021 also marked the completion and ribbon cutting of the much-anticipated development “The Alliance” at 5802 Raymond Road. This project has been 4 years in the making, and will serve as the hub of our West Madison work moving forward. It was an honor to work with the residents in the neighborhood throughout the project, and to share the vision with our community partners. Thank you to everyone who was part of that project. We are looking forward to continuing our relationship with West Madison in the years to come.

Safe, stable, and truly affordable housing is crucial to violence prevention and community building and through the remarkable leadership of Stephanie Bradley Wilson, Common Wealth Development is continuing our long tradition of support for upstream approaches to violence prevention. We continue to work with a myriad of community partners and the talented staff at the City of Madison and Dane County to address structural underpinnings of safe communities and are humbled to be working with the broader coalition that is gaining traction in Madison and Dane County.

And to close 2021, it was so great to get back out to the fair!! The Willy Street Fair was back to “normal” this year and it was a huge success! Thanks to the tireless efforts of our staff and partners at Wil-Mar Neighborhood Center, we were able to come together again and celebrate our collective tenacity through this iconic event.

On behalf of the Board and Staff, I want to send a heartfelt thank you for your continued support of Common Wealth Development. This organization is great because of the support of our community—we could not do this without you!

Respectfully Submitted,



Justice Castañeda

EXECUTIVE DIRECTOR

MISSION & VISION



Common Wealth Development is a private non-profit community development organization incorporated in 1979.

Our mission is to support and preserve the vitality of neighborhoods in the Madison Metropolitan area. Our work serves as the foundational bedrock of healthy community and economic development, with projects aimed at improving the housing and business climate of our neighborhoods through a people-first approach centered on racial equity and community level health improvement.

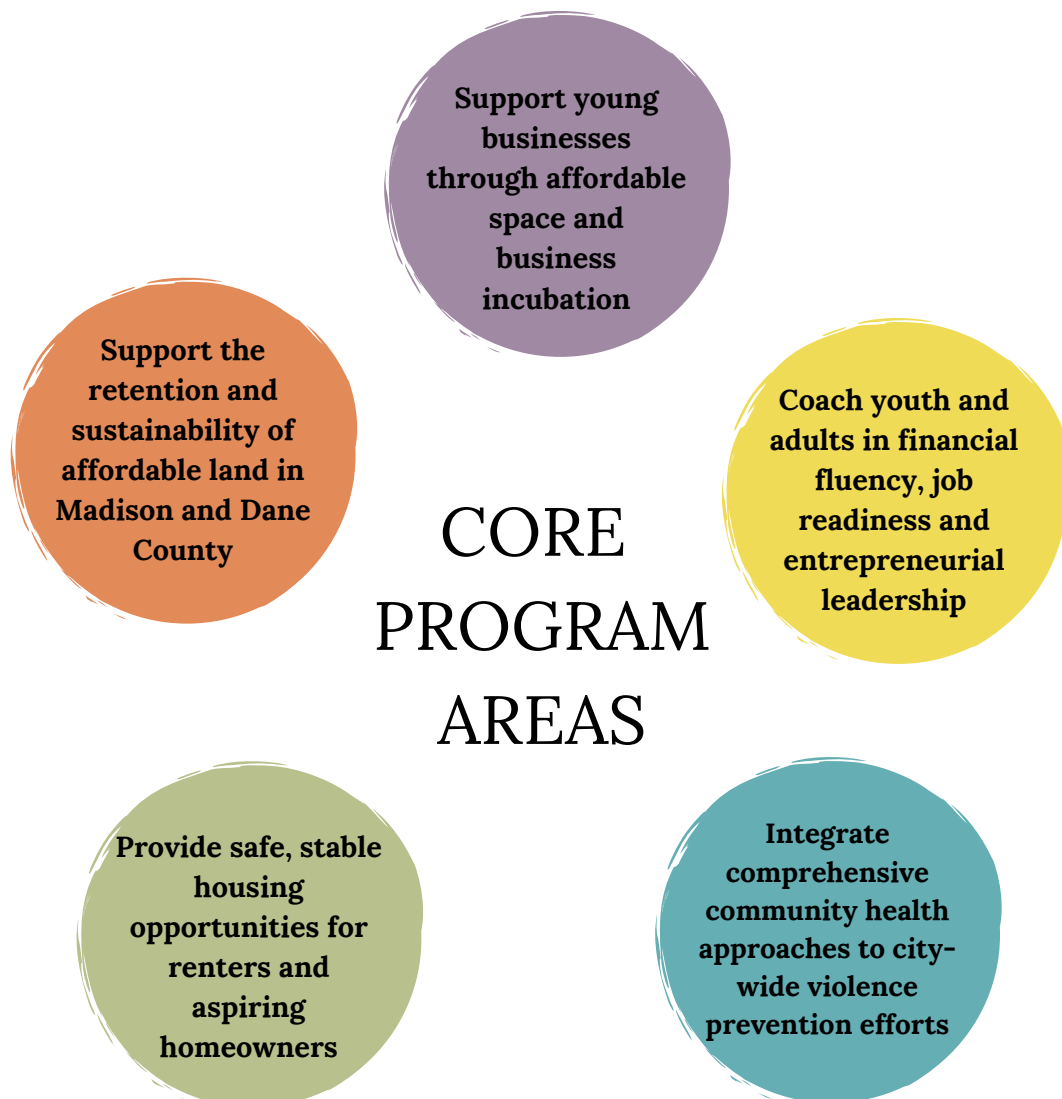


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BOARD OF DIRECTORS

Common Wealth Development benefits from the
steadfast and unwavering support of our all-volunteer
Board of Directors. Thank you!

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**NONE OF OUR WORK WOULD BE POSSIBLE WITHOUT THE SUPPORT OF OUR LOCAL SPONSORS,
INDIVIDUAL DONORS, AND COMMUNITY PARTNERS.**

THANK YOU FOR SUPPORTING OUR WORK AND HELPING TO MOVE IT FORWARD!

AMERICAN FAMILY DREAMS FOUNDATION

CITY OF MADISON COMMUNITY DEVELOPMENT DIVISION

COMMUNITY SHARES OF WISCONSIN

CUNA MUTUAL

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MONONA BANK

MARQUETTE NEIGHBORHOOD ASSOCIATION

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THE SESSIONS AT MCPIKE PARK

SOUTHWEST MADISON ACTION COALITION

UW MADISON SCHOOL OF MEDICINE & PUBLIC HEALTH'S
WISCONSIN PARTNERSHIP PROGRAM

US DEPARTMENT OF JUSTICE, BUREAU OF JUSTICE ASSISTANCE

PARTNERS



A Greater Madison Vision	Madison West High School	Meant to Bead
3rd Sector Housing Group	Meadowood Health Partnership	Salvation Army
Capital Area Regional Planning Commission (CARPC)	Meadowood Neighborhood Association	Building Bridges
Cardinal Heights Upper Middle School	Meadowood Neighborhood Center	Rooted
Chocolate Shoppe	Operation Fresh Start	River Food Pantry
Dane County Housing Initiative	Prairie Hills Neighborhood Association	Goodwill
Early Childhood Initiative (ECI)	Public Health Madison & Dane County	Second Harvest
Employment and Training Coalition	School-Aged Parent Program (SAPAR)	Badger Prairie Needs Network
Good Shepard Lutheran Church-Madison Campus	Summit Credit Union	
Greentree Neighborhood Association	Sun Prairie High School	
Holy Wisdom Monastery	The Road Home	
Memorial High School	Theresa Terrace Neighborhood Center	
Joining Forces for Families	Toki Middle School	
Lafollette High School	UW Writing Center	
Madison East High School	Urban League of Greater Madison	
Madison Children's Museum	Wil-Mar Neighborhood Center	
Madison Metropolitan School District	Children's Wisconsin	
Madison Out of School Time (MOST)	Wisconsin Health Partnership	
Madison Police Department	Wisconsin Youth Company	
Madison Public Library-Central	Youth Employment Network of Greater Madison	
Madison Public Library-Meadowridge	East Madison Community Center	



STAFF



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STEFAN DAVIDSON, FINANCE DIRECTOR

STEPHANIE BRADLEY WILSON, DIRECTOR OF HEALTH EQUITY AND VIOLENCE PREVENTION

MEGAN DIAZ-RICKS, DIRECTOR OF COMMUNICATIONS AND FUND DEVELOPMENT/DIRECTOR OF ECONOMIC DEVELOPMENT

JAYA LARSEN, COMMUNICATIONS & FUND DEVELOPMENT COORDINATOR

SHELLI LAWLER, ADMINISTRATIVE COORDINATOR

KEVIN SANDOVAL, ADMINISTRATIVE AND FINANCE SPECIALIST

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CONNER WILD, HOUSING OPERATIONS COORDINATOR

MARIA DAVILA, HOUSING & RESIDENT RELATIONS SPECIALIST

SUSAN GAEDDERT, HOUSING & RESIDENT RELATIONS SPECIALIST

KARI ALSTON, HOUSING & RESIDENT RELATIONS SPECIALIST

NICK LEE, HOUSING & RESIDENT RELATIONS SPECIALIST

TAYLOR GILBERTSON, HOUSING & RESIDENT RELATIONS SPECIALIST

MADALYN GRAU, HOUSING & RESIDENT RELATIONS SPECIALIST

MARK FRANCE, ASSET & SPECIAL PROJECTS COORDINATOR

SATARO SATO, MAINTENANCE COORDINATOR

MARK ADKINS, MAINTENANCE COORDINATOR

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WORKFORCE DEVELOPMENT - YOUTH:

ANNIE JOHNSTON, YOUTH WORKFORCE DEVELOPMENT MANAGER

ASHLEY HOEFT, YOUTH WORKFORCE DEVELOPMENT COORDINATOR

ZOUA XIONG, YOUTH EMPLOYMENT SPECIALIST

AMBER ANUNDSON, YOUTH EMPLOYMENT SPECIALIST

JEREMIAH COVINGTON-YOUTH EMPLOYMENT SPECIALIST

EVELYN BETTS-YOUTH EMPLOYMENT SPECIALIST

TINO CORONA-YOUTH EMPLOYMENT SPECIALIST

WORKFORCE DEVELOPMENT - ADULT:

JOHN WROTEN-ADULT WORKFORCE DEVELOPMENT MANAGER

MARQUIS SANDERS-ADULT WORKFORCE DEVELOPMENT COORDINATOR

CHRISTA ZHANG-ADULT WORKFORCE DEVELOPMENT SPECIALIST



HOUSING OPERATIONS



Overview

Common Wealth Development's Housing Operations team made huge strides in 2021 with the completion of our first new development in 18 years, the Alliance at Meadowood Park. Our talented housing team continues to provide top-notch management services to our hundreds of residents and families as we all continue to navigate the uncertainty caused by the COVID-19 pandemic.

Milestones

The greatest achievement of 2021 was the completion of the Alliance at Meadowood Park, an 11-unit apartment complex with ground floor office suites. Located at 5802 Raymond Road, this was Common Wealth's first development in 18 years, and the first new development in the community in almost 40 years. All 11-units are income-restricted, affordable housing. The office suites are occupied by Common Wealth's Adult Workforce Development programs and community partners including Joining Forces for Families, Children's Wisconsin, and RISE.

In addition, Housing Operations has a permanent office in the building to ensure staff are available to residents in the Meadowood neighborhood.

The Alliance was fully leased prior to the building opening! Each unit includes granite countertops, stainless steel appliances, washer and dryer in-unit, vaulted ceilings, and a patio or balcony. Despite cost surges due to supply chain disruption and staffing challenges for contractors, the building opened on time. The Alliance fully embodies our mission of safe, quality, affordable housing.

While we remained fully staffed for most of the year, Common Wealth said goodbye to two amazing housing specialists. Maria Davila accepted a position with the City of Madison, as a Community Development Specialist, and Susan Gaeddert accepted a position with 1000 Friends of Wisconsin.

In addition, our stalwart Assets and Special Projects Coordinator, Mark France, retired after dedicating almost a quarter century to Common Wealth and the Marquette and Meadowood communities. We wish them all the best in their future endeavors and greatly appreciate their service to our residents and Common Wealth's mission!

Common Wealth welcomed three new housing specialists onto the team: Kari Alston, Taylor Gilbertson, and Nick Lee. Mark Adkins and Sataro Sato continue to work tirelessly to keep maintenance running smoothly and attending to the needs of our residents.

Common Wealth's maintenance team took on two major tasks this past year. The first was a complete reorganization of both maintenance shops. This involved thoroughly sorting through all existing stock and inventory, installing new shelving, and creating a new organizational system. The second major task was reinitiating annual inspections. This includes inspecting every unit for maintenance needs and supporting our residents to ensure every home is kept to our high standards.



The Alliance
5802 Raymond Road

HOUSING PROGRAMS & INITIATIVES



Despite the myriad challenges caused by COVID-19, Common Wealth closed out 2021 with zero evictions. As a person-centered, trauma-informed care organization, Housing Operations is proud to demonstrate that our focus on resident relations and interventions resulted in no evictions needing to be filed in 2021. We could not have succeeded without the exceptional work done by the Community Development Division and Tenant Resource Center in distributing crucial funding to households affected by COVID-19. Through the CORE program, 51 households received rental assistance totaling almost \$200,000.

New Programs and Initiatives

Common Wealth was awarded an exciting opportunity to work with Sustain Dane and Elevate Energy to improve energy efficiency in our Meadowood portfolio. All residents in the portfolio received an energy efficiency starter kit including light bulbs, power strips, and Google Nest thermostats. These kits were thanks to generous donations from Focus on Energy and MG&E. In addition, our buildings at 2005 and 2009 Leland Drive have been identified as potential targets for solar panel installation. Retrofits for more energy efficient appliances and HVAC systems are also pending. A component of this program included financial fluency courses for targeted single-parent households. Participants in the program were granted \$600 for completing four financial well-being courses. They were also assisted in paying off past debts preventing them from establishing bank accounts and in turn, were able to establish bank accounts with Old National Bank.

Common Wealth launched its online portal of electronic payments in October. Residents can now pay rent online through their resident portal with AppFolio. This dramatically increases the efficiency of payments and allows residents a much more user-friendly platform to track and monitor their ledgers and payments. Since its launch date, 64% of residents have created their portal and 28% are using the online payment feature.

The mural project on the East wall of our building at 1406/08 Williamson Street continued with some major advances, as well as some major setbacks. With the feedback gathered last year, a UW-Art School Intern, Maria Rantis, created an incredible draft for the mural. In addition, The Awesome Foundation granted \$1000 for supply costs to get the project started. Unfortunately, maintenance determined that the wall itself needed substantial masonry work done before anything could be permanently affixed. The costs proved prohibitive for this year's budget, but we hope to continue next year as the budget allows.

The recording and triaging of maintenance requests were outsourced to AppFolio's Smart Maintenance call center. The Smart Maintenance call center consists of professional call center staff specifically trained in multi-family housing maintenance. The new program was launched in November and is still under assessment. However, one of the most immediate rewards was the consolidated ways of reporting maintenance requests into a singular source, taking the burden of after-hours and weekend triaging from on-call maintenance.



Yahara Riverview Apartments (YRVA)
1459 E. Main Street

HOUSING COVID CHALLENGES



The New Abnormal and the Continuing Challenges of COVID-19

Housing Operations continues to pivot and evolve along with COVID-19 as we try to become more adaptive to the constant ebbs and flows of outbreaks, variants, and community transmission. The heaviest and most unavoidable impacts have been in the skyrocketing costs of building maintenance, and scarcity of supplies.

Approximately 31% of households in our portfolio accessed rental assistance over the past year, predominantly from the CORE funds administered by the Tenant Resource Center and the City of Madison. This crucial resource was essential for maintaining stable housing for our residents. Without these critical funds, many households would not have had the resources needed when COVID-related income-disruptions occurred. Through this experience, we developed new modes of operation to support households experiencing income disruption. We were able to use many tools outside of legal recourse to keep our families house and stable through the pandemic.

Not being able to enter apartments for a year due to COVID has left many of our units in need of significant work. To ensure we are capturing all needed repairs, we reinitiated annual apartment inspections. Progress has been slower than anticipated in catching up, but we feel confident that the work will be done to the best standards and are happy with our current position in addressing these needs. Costs for maintenance supplies and contractors have gone up due to supply-chain disruptions and employee shortages. Availability of contractors has tightened substantially, and the costs of lumber and appliances surged, with supply becoming increasingly unreliable. Pre-COVID-19 we could often schedule contractors and deliveries within 1-2 weeks, we were seeing wait estimates of 4-6 months for the same products and services, culminating in an increased backlog of work orders.

However, with vaccinations and boosters, and the support of our residents, our maintenance team was able to return to addressing non-urgent maintenance requests this year in order to make significant headway.

In 2020, the primary reasons for moving were personal or financial hardship and relocating for better economic opportunities. In 2021 we have seen an uptick in residents purchasing homes, transferring units, and relocating locally.

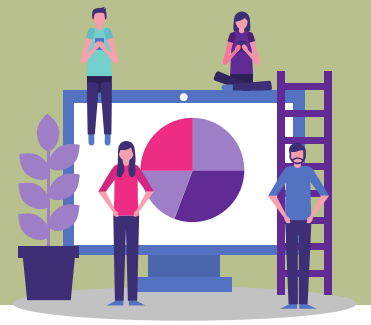
Most exciting, our staff were able to begin hosting resident engagement events again. While these still took the form of being outside and socially distanced, it was extremely gratifying to be able to spend time with our residents again while cooking out, holding raffles, and catching up.

Looking to the Future

Moving forward, a major focus for Common Wealth's Housing Operations team will be updating and renovating our older properties. While our highly skilled maintenance staff have taken great care of our buildings over the years, natural wear and tear is taking its course. Many of our units' countertops, flooring, and cabinets are severely outdated and are in need of replacement. Additionally, appliances and HVAC systems are giving out and requiring replacement. During annual inspections, conditions of apartment interiors were noted and given different priority levels based on age and wear and tear to begin planning renovations.

Common Wealth's Housing Operations team will be welcoming a new scattered site building into our Marquette portfolio. This 2-unit building is being purchased from the City of Madison's Community Development Authority. Housing Operations intends to use the building in a partnership with a new program by the Road Home that will focus on housing young families. Resident engagement and support continues to be a primary goal for Common Wealth's housing team. While 2021 offered a small relaxation of restrictions, we were not able to plan and execute as many engagement opportunities as we had hoped. In 2022, we look forward to being more planful, strategic, and regular in our event planning.

HOUSING THE NUMBERS



Data and Statistics

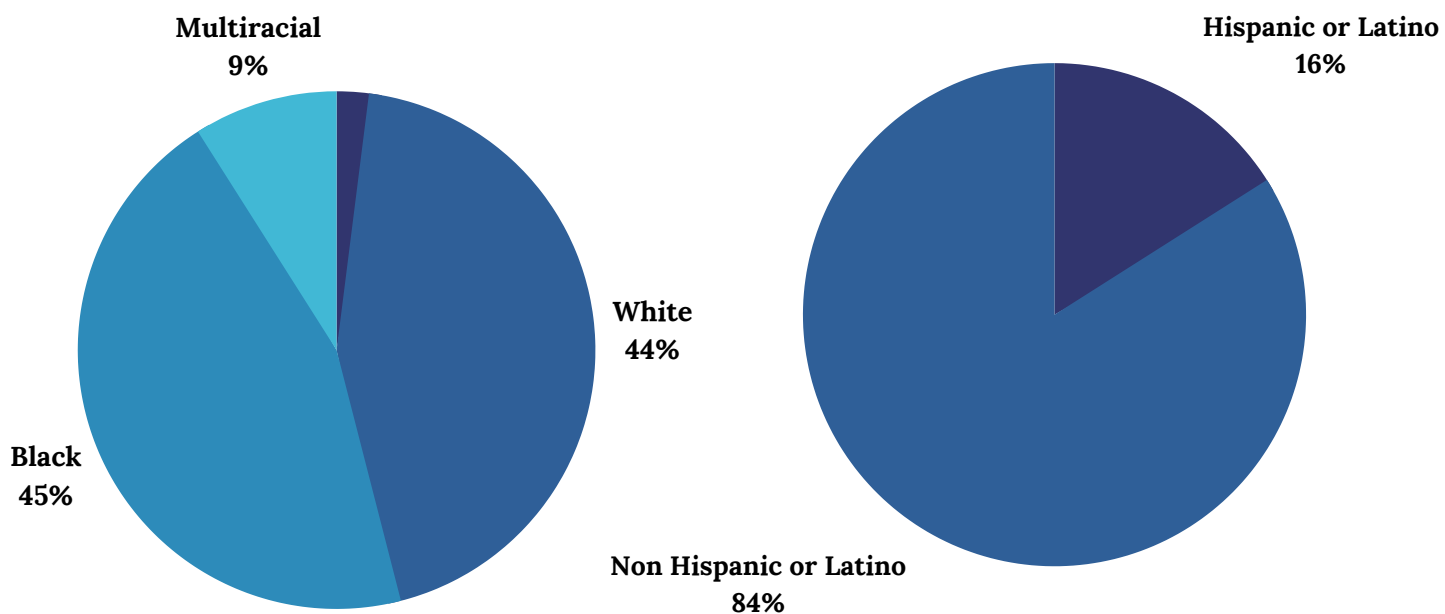
Portfolio

The Housing Operations portfolio expanded from the previous year adding 11 units to our Meadowood portfolio with the opening of The Alliance. Common Wealth currently manages 157 units spread out over 24 properties.

Portfolio	Properties	Apartments	Studios	1-Bed	2-Bed	3-Bed	Retail
YRVA	1	60	4	19	25	12	0
Marquette	15	51	2	21	19	9	3
Meadowood	8	46	1	4	30	11	3
Total	24	157	7	44	74	32	6

Demographics

Housing Operations provided housing to 355 individual residents in 166 households. Demographic breakdown for the residents is described below.



HOUSING THE NUMBERS



Disability Status

108 out of 355 residents are disabled while 243 do not identify a disability and 4 did not respond.

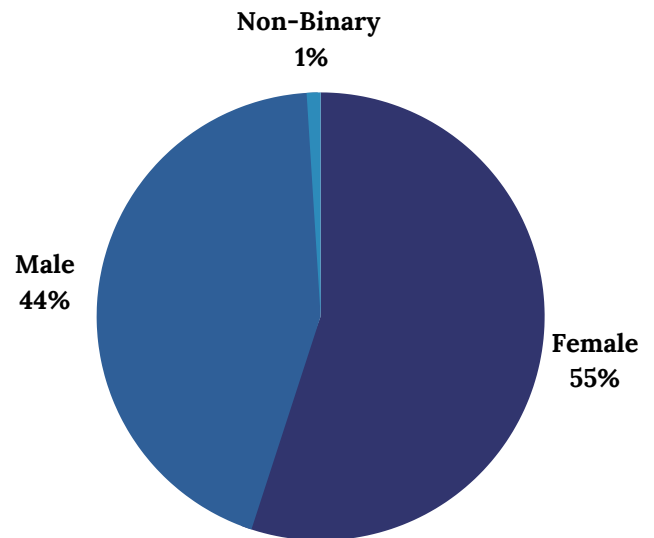
Gender

195 residents identify as female, 154 identify as male, 3 identify as non-binary, and 3 did not respond. To the right demonstrates percentages.

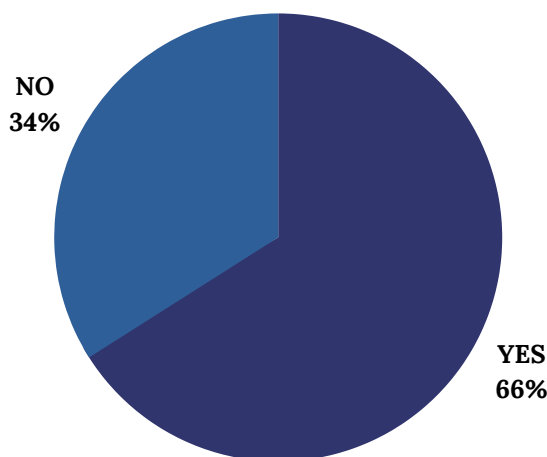
Age

38 % of residents are 18 and under, while the largest age group is 19-64 years old with 55%. 7% of residents are older adults over 65 years of age.

Gender



Female Head of Household



Female Headed Households

The majority of households are headed by women. 109 households have female heads of household while 56 do not. The chart to the left shows percentages

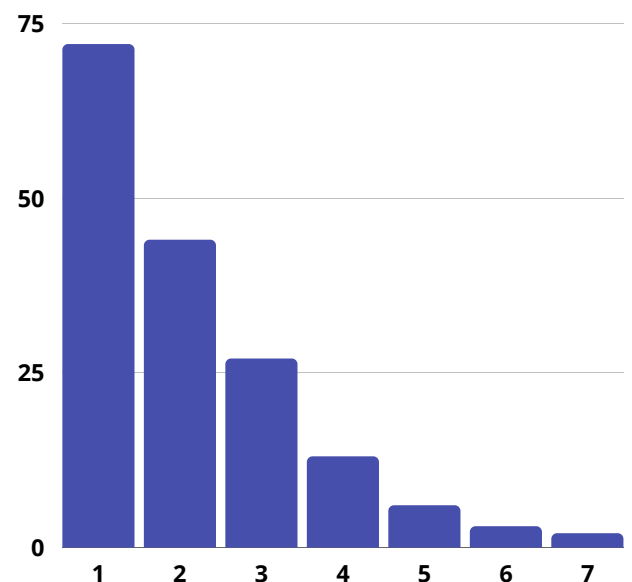
Family

Given the affordability challenges of raising a family, there is a large proportion of families in our housing. Of 144 households, 81 are families with 85 not being families. The chart to the left is the percentage of family households.

Household Size

The chart to the right shows the size of households. The largest proportion of residents are single person households, and our largest household has 7 individuals. Household size is limited by occupancy standards and that our largest units are 3 bedrooms.

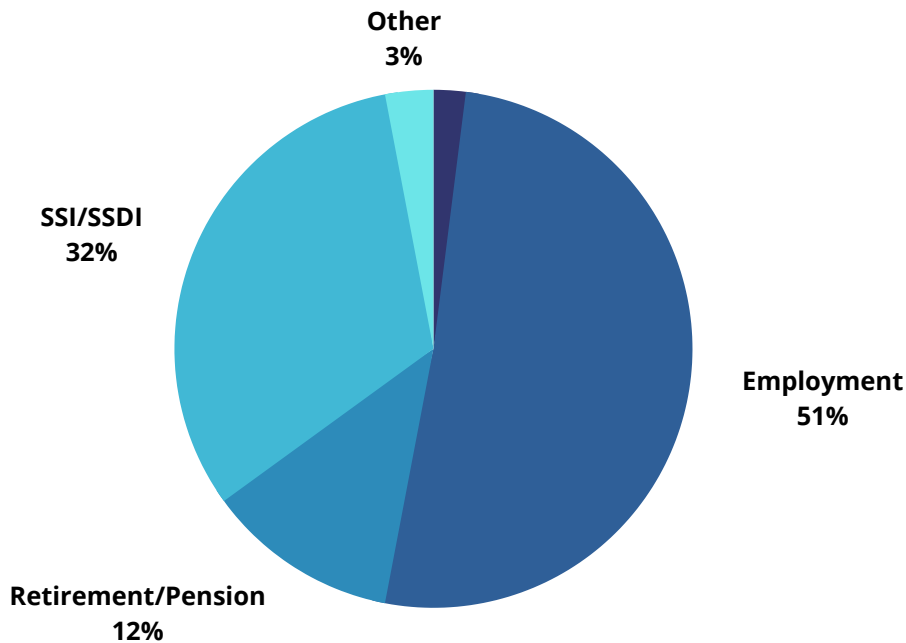
Household Size



HOUSING THE NUMBERS



INCOME



Primary Source of Income

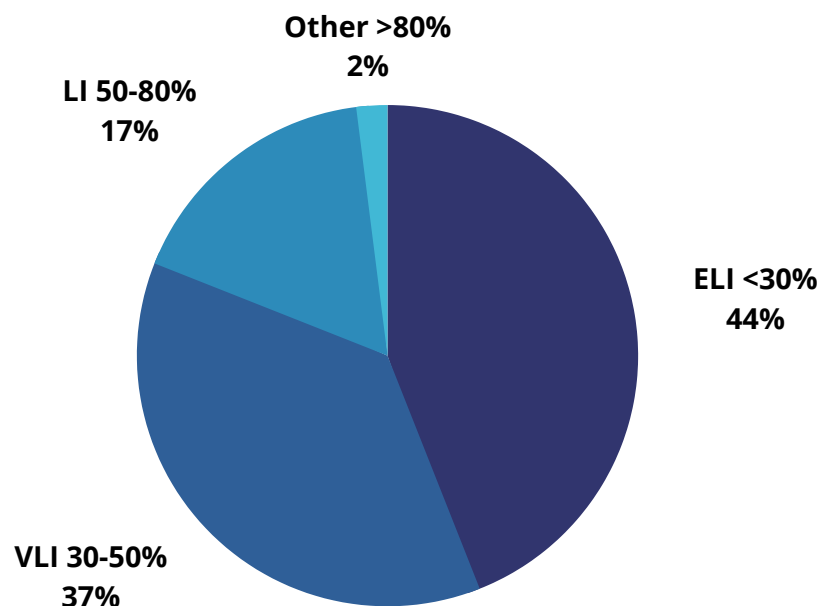
The vast majority of households have employment as their primary source of income at 84. The second most common source of primary income is SSI/SSDI at 53. The chart to the left shows the percentage of households by primary source of income.

Rental Assistance

44 of our households are enrolled in the Section 8 rental assistance program. The remaining 122 households are not.

Household Income

The chart to right breaks up households by where they fall in relation to county median income (CMI). Extremely low income (ELI) is defined as earning below 30% CMI. 73 households are ELI. Very low income is defined as between 30%-50% CMI. 61 households are VLI. Low income (LI) is defined as between 50%-80% CMI. 28 households are LI. There are 4 households who earn over 80% CMI represented as "Other" in the chart.



HEALTH EQUITY & VIOLENCE PREVENTION



The End of an Era

After almost five years of program activities, the Community Based Crime Reduction (CBCR) grant ended on March 31, 2021. The federal grant was a partnership with the Madison Police Department, the City of Madison Community Development Division, and evaluator Dr. Jeffrey Lewis.

The partnership oversaw funding to support projects at the Meadowood Neighborhood Center, Toki Middle School, Operation Fresh Start, Madison Urban League, Mellowood Foundation, Intentional Mentoring, Dear Diary, 100 Black Men of Madison, community policing efforts such as the Community Safety Workers project, along with walking patrols of officers and the Southwest Madison Action Coalition (formerly CBCR Advisory Team).

The grant also funded a portable community trailer filled with chairs, tables, a grill, a PA system, and other items to make hosting neighborhood events accessible to community organizations.

Milestones

Covid-19 impacted community engagement efforts in the neighborhood with a limited number of opportunities for outreach.

The Southwest Madison Action Coalition (SMAC) is a group of volunteers advocating for southwest Madison through its activism. SMAC meets monthly and the Housing subcommittee is exploring how to best support complex housing issues in the community.

SMAC supported winter activities at Elver Park through subsidizing tickets for rental of skates, sledding, and ice hockey for youth and their families. A movie in the park, along with a bike give away and soccer clinic, were hosted during the fall at Elver Park. SMAC is looking forward to expanding its volunteers, web presence through the online data base, and serving as an informational vehicle for residents and stakeholders.

Residents and CWD staff moved into CWD's newest affordable housing development, the Alliance at 5802 Raymond Road in August 2021. An Open House and ribbon cutting were held to celebrate CWD's enhanced presence in the neighborhood. In October, a resident and community engagement event took place in the parking lot of the new building. It gave an opportunity for community members to stop by for treats and learn more about CWD and all of its amazing community partners.

Visioning & Looking toward the future

Using the strategies of employment and housing to stabilize families, our approach is to leverage resources to increase upstream approaches that have a powerful impact. Adult Workforce Development (AWD) is now under the umbrella of health equity and violence prevention. This change helps to facilitate our aim of improving economic stability for individuals and families. Adult workforce development is still relationship-based and is seeking creative ways to work with more employers for living wage jobs and expand worksites for transitional employment that can serve as stepping stones to permanent employment.



ADULT WORKFORCE DEVELOPMENT



A Time of Transition

2021 was a time of transition for Adult Workforce Development. COVID-19 impacted many intersections of our work, including employment, housing, and health. We observed many of those in the workforce were experiencing burnout and isolation and generally, employment was trending downward as there was a high need for workers, but those in our programming still faced exceptional barriers to employment.

Internally, we saw the retirement of our long-time program lead, John Wroten. John dedicated 10 years to Common Wealth, building our adult workforce development and health equity and violence prevention work from the ground up. His presence in this work is truly missed, but we know he is enjoying his well-deserved retirement! Marquis Sanders has now stepped into the role of Adult Workforce Development Coordinator, and is working with staff and our community partners to define the future of this critical work. We are focusing on long-term planning and visioning for the future of these vital programs and are excited for him to carry this forward.

COVID restrictions and impacts on employment hindered both enrollment and engagement this year. Many of our program participants worked in employment sectors that were highly impacted by COVID-19 such as manufacturing, production, food, beverage, and hospitality, and retail. Many of our participants also faced high anxiety, depression, and instability in both housing and finances due to pandemic impacts.

We employ a person-centered and holistic model which we found works best with in-person interaction. We quickly pivoted to a remote-only model in 2020, but as there were more flexible options for in-person services in 2021, we decided to build the proper safety infrastructure to keep our services on-site and in-person. Our safety protocols included using plexiglass shields as barriers, masking, and socially distancing when working with program participants to ensure safety in our office and at our weekly Job Shop at the Meadowood Neighborhood Center.

Going into the 2nd quarter, we saw employment trends change again as federal and state relief was available and as vaccination rates began to rise. The city and county began providing rental assistance to those with past due rent, and the state started offered increased benefits in FoodShare and unemployment insurance that assisted many of our program participants in meeting their basic needs. COVID relief funds allowed our program participants to access funds that directly impact their housing and employment. Due to this, we saw less participation with our employment services, but more stability amongst our participants.

We also observed our program participants needing more help with rental assistance applications, unemployment claims, energy & utility assistance, support for children struggling with virtual education models, and mental health and wellness support. We transitioned by shifting the focus on stability in areas outside of employment. We accomplished this by enhancing our partnerships with the Tenant Resource Center, Meadowood Health Partnership, and Joining Forces for Families, who were all rental assistance application liaisons and facilitators.

These organizations were formally trained to assist with the rental assistance application process and Adult Workforce Development was able to use direct referrals for our program's participants to these organizations. This direct referral process not only helped our Adult Workforce Development program participants, but many of Common Wealth Development's housing residents as well.



ADULT WORKFORCE DEVELOPMENT



Mental Health Matters & Coordinated Care

We started referring more of our program participants to mental health services in 2021. Anesis Therapy specializes in culturally responsive therapy and wellness services for communities of color in Madison and were an excellent referral source. Many youth in K-12 struggled with virtual education models and were referred to free virtual tutoring and support groups through community organizations such as the Urban League of Dane County and Mt. Zion Church of Madison.

As unemployment benefits decreased, eviction moratoriums expired, and funds were needed for clothing and other essentials in the 3rd and 4th quarter we saw a higher influx of participants and greater need for Coordination of Care services and employment connections. 3rd and 4th quarter saw high Job Shop attendance and longer-term participation in our Adult Workforce Development programs.



Adult Workforce Development Highlights

- In late July 2021, Adult Workforce Development was able to move into our new office at The Alliance at 5802 Raymond Road, Common Wealth's newest affordable housing mixed development. The addition of these offices and new apartments cemented our presence in Southwest Madison. With this new office space, we were able to develop our footprint with more office space and offer space for our program partners Joining Forces for Families, Early Childhood Initiative, and Children's Hospital of Wisconsin to increase synergy through our programs.
- One of the founders of Adult Workforce Development, John Wroten, retired in late July. John was the cornerstone of the work done by Common Wealth Development in Southwest Madison. The development of The Alliance helped to carry forward the work and vision of John Wroten.
- Our Adult Workforce Development programs are now under the direction of the Director of Health Equity and Violence Prevention, Stephanie Bradley Wilson. Stephanie has been close to this work from its founding and is the perfect person to carry out the direction and vision Common Wealth has for our workforce programs.

ADULT WORKFORCE DEVELOPMENT



Adult Workforce Development – By the Numbers

In 2021 we assisted **28** individuals in obtaining **45** unique jobs.

- **53%** of our program participants are male and **47%** are female.
- **62%** are between the ages of 25-54, **23%** are ages 55-70, and **9%** are between 18-24 years old. **6%** of participants were over 70 years of age.
- **74%** are African American, **19%** are White, and **6%** were Hispanic/Latino, and **2%** identified as multiracial.
- **53%** are BadgerCare health care recipients.

The **5 biggest needs** from our program participants in order are:

1. Employment
2. Transportation support
3. Access to clothing for employment related needs
4. Food insecurity and connections
5. Housing instability and rental assistance

Looking to the Future.

We are hoping to codify and establish even more community partnerships to enhance referrals to community resources for our program participants.

We have noticed a large number of our program participants struggle with soft skills such as time management, conflict resolution, and computer literacy, which decreases their opportunities for job retention. We are hoping to create a career readiness program that will help our program participants be more work-ready and have the necessary skills to gain and retain employment.

We are also looking for partnerships with local organizations who work with youth who struggle in conventional school environments. We have observed that parents with students who have challenges either academically, behaviorally, or both, often have to miss work to address these challenges. We are hoping to provide holistic and wrap-around services to families who need advocates for IEPs, 504 plans, behavioral response plans, and academic tutoring. By helping families with language, advocacy, and tools to use in the home, we hope there can be an alleviation of stressors for adults in the home who are employed. We would also provide employment and job skills support for families so they can be stable in their financial situations.

YOUTH WORKFORCE DEVELOPMENT



Overview

Common Wealth's Youth Workforce Development team (YWD) experienced tremendous growth and change in 2021. We navigated through ongoing restrictions to in-person programming and pivoted to new program models aimed to best meet the needs of youth. Our programs, designed to support youth ages 14-17 in workforce development, supported almost 150 youth, while continuing to adjust and accommodate for both new and familiar program formats put in place as a result of the pandemic.

Our programs, which include our Youth-Business Mentoring Program (YBMP), Employment and Financial Education Workshops, Wanda Fullmore Youth Internship Program, and the Program for Entrepreneurial and Agricultural Training (PEAT) all continued in adjusted capacities.

The phenomenal staff of Common Wealth's Youth Programs worked to implement flexible and dynamic programming that both accommodated for restricted in-person activities within the schools and provided engaging learning opportunities for youth entering the workforce. We were able to offer both virtual and hybrid programming ; still supporting mentees and placing youth in jobs throughout the year. In conjunction with this, we completed a pilot year of a new partnership with the Madison Metropolitan School District.

Milestones

Youth Business Mentoring Program:

In 2021, we held one YBMP session in-person while in-person programs continued to be restricted at Madison Metropolitan School District until late in the year. With the changes made to the program to accommodate virtual learning, we were able to continue to offer YBMP sessions. In 2021 we held 8 virtual workshops.

In spite of the ongoing pandemic restrictions, Common Wealth accepted **84** YBMP applicants in 2021. Of the participants:

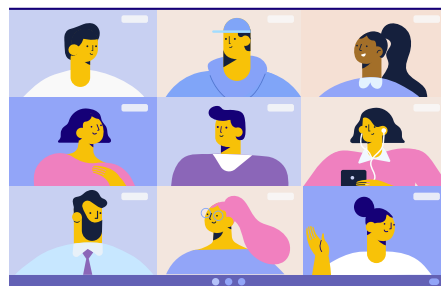
- 75%** students completed the full two-week training and became eligible for job placements
- 86%** will have found employment or are actively searching

Overall, in 2021 we placed **49** students in jobs with **30** different employers. This number includes those who were trained in previous years YBMP trainings and either waited to work or did not have a "best-fit" opportunity come up until 2021. A goal of the program is for students to remain in their job for four months, or the duration of seasonal employment. In 2020, Common Wealth was 100% successful in meeting this goal.

We continue to work with a very diverse and tenacious group of young people in YBMP.

Of the 84 students in 2021:

- 83%** were BIPOC students
- 48%** identified as female
- 40%** lived in Neighborhood Resource Team (NRT) areas
- 58%** qualified for free or reduced lunch
- 3%** were in the foster care system
- 42%** were court-involved youth



YOUTH WORKFORCE DEVELOPMENT



Employment & Financial Education Workshops

In 2021, we served 15 youth through small, tailored workshops. These trainings are typically requested to be held in-person and have been significantly impacted by the ongoing pandemic restrictions. We worked with the SAPAR (School-Aged Parents) Program to provide a virtual workshop in early 2021, working with a small group of incredible young people. In late 2021, we worked with GED Option #2 program to provide an in-person tailored workshop.

Youth Advisory Board

In a unique partnership with the City of Madison and the Madison Police Department, Common Wealth agreed to convene a Youth Advisory Board to provide insight, commentary and, at times, critique to the Chief of Police through engaged dialogue.

MPD's Community Outreach and Resource Education (CORE) team has been a perennial placement opportunity for Wanda Fullmore youth, and with the support of Captain Matt Tye and Sergeant Meg Hamilton, reached out to Common Wealth to create a team of youth and young adults who could provide critical feedback to the Chief. The Youth Advisory Board consists of two parts: An educational training program and once-a-month meetings with the Chief of Police and the CORE leadership.

The educational training program was created by Common Wealth Development's Executive Director, Justice Castañeda, who is also facilitating the first year of the training. Students engage a range of conversations within a variety of academic canons reflecting some of the critical arguments as to the history, role, function, practices and necessity of policing in the United States, and apply these conversations to contemporary Madison, WI. The training asks youth to be critical, introspective, and reflective about the epistemological placement of policing, so that they are able to engage the formal body of MPD in a constructive dialogue through which they can determine their own preferred path of action—including support, resistance, future employment, protest, or other involvement as engaged citizens and community leaders.

While still in its earliest stages, the YAB has provided a space for Madison youth to engage in a number of very real, sometimes raw conversations with the Chief about their lived experiences with police as youth in Madison. The Chief and the entire CORE team have been very supportive of the open dialogue with the youth, and we are excited for this work to continue in 2022.

YOUTH WORKFORCE DEVELOPMENT

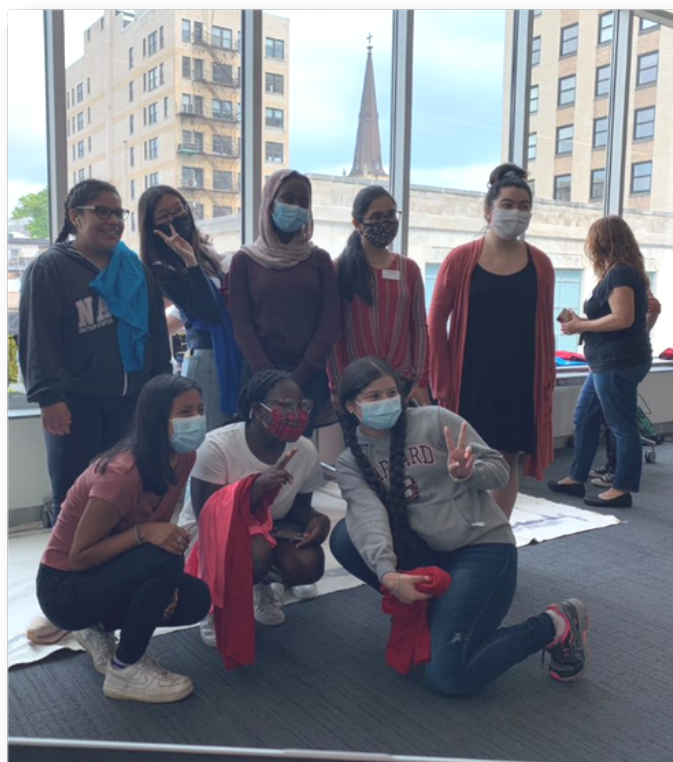


Wanda Fullmore Youth Internship Program (WFYIP):

Common Wealth worked with our partners at the City of Madison to develop a hybrid model in 2021, operating about 80% virtually. This included both City division site placements and virtual learning components. About half of the 2021 interns were placed at various City departments, while the rest either elected not to have a placement or will have the opportunity to apply in a future year when more on-site placements are available. The entire cohort of interns participated in professional development virtually throughout each week and worked on a student-led project that incorporated different City departments but was also still COVID-friendly. We had in-person field trips and Friday community building days, all with plenty of space to social distance or be outdoors. We had 21 students participate in this year's program, with all 21 successfully completing the internship.

Of the **21** Wanda Fullmore Interns in 2021:

- 100%** identified as students of color
- 71%** qualified for free or reduced lunch
- 48%** lived in economically under-resourced neighborhoods
- 67%** identified as female
- 19%** of the youth currently were, or had at some point, been in the foster care system
- 5%** identified as being unhoused or doubled up
- 29%** were court-involved youth



YOUTH WORKFORCE DEVELOPMENT



Program for Entrepreneurial and Agricultural Training (PEAT):

PEAT really thrived through the pandemic, as it is a program conducted almost completely outdoors. We had 8 youth work in the program this summer. Youth participants were able to work in a socially-distanced environment learning about urban agriculture, food systems, and entrepreneurship. Students were very excited about the structure of the program as it allowed them to work outside, with their hands, and was a refreshing pivot away from virtual environments.

Of the **8** PEAT Youth in 2021:

- 100%** identified as students of color
- 13%** qualified for free or reduced lunch
- 63%** lived in economically under-resourced neighborhoods
- 63%** identified as female
- 13%** currently were, or had been, in the foster care system
- 63%** were involved with the court

COVID-19 and other Challenges:

Access and communication with students became one of the larger barriers during the COVID-19 pandemic. This has impacted our recruitment efforts and students' ability to participate in programs due to lack of access to reliable technology. Any in-person programming held was done either outside or with enough room indoors for all participants to have ample room for social distancing measures. The safety of participants was kept at the forefront. Accommodations were made to allow all students to access programs at their level of comfort.

In a typical year, YBMP works with **143** youth, this year, that number was lower than average at **84**. The number of youth reached in 2021 is higher than in 2020. We began the year still under strict restrictions and it was a slow process emerging into a new environment. Despite the lower number of youth participants, we still reached the same demographics of youth we typically support and were able to provide programs to students who may not have had access to traditional in-person programs.

We discovered in 2020 that virtual programming can be challenging, but for some youth it is a space that is much easier for them to access and participate in. Including both hybrid and in-person programming will be a priority moving forward.

YOUTH WORKFORCE DEVELOPMENT



Experiential Learning/MMSD partnership/New Programs:

Building off the pilot year in 2020, the Youth Workforce Development (YWD) team has continued our work with Madison Metropolitan School District (MMSD) to support their Experiential Learning programs: Work-Based Learning and Youth Apprenticeships. YWD staff work with LaFollette, Memorial, East, and West High Schools to support youth who are earning credit for hours they work at their employer and learn how their experiences directly correlate with what they are learning in school. This partnership allows us to further build our relationship with the school district and can now support students in new, enhanced ways.

Looking Forward:

2021 was a unique year that presented with both familiar and unfamiliar challenges, as the world continues to emerge from the ongoing coronavirus pandemic. Changes to the world meant changes to the structure of our programming. YWD is excited to continue working with youth in-person again, while still implementing some of the new ways that best meet their needs. We are incredibly appreciative of the relationships that we have built and maintained throughout this year, and for the volunteers who have provided their time supporting our mock interview and career panels.



Wanda Fullmore Youth Internship Program:

We will be accepting 30 youth into this year's program, which will feature components from both before and as a direct impact of pandemic restrictions. We are hoping to have as much involvement from the City of Madison this year as possible, with even more placements at City departments. We are looking forward to continuing to incorporate a student-led project into the program again this year and take what we have learned in both 2020 and 2021 and expand upon the work this summer.

Youth Business Mentoring Program:

As we've slowly emerged from a completely virtual year, finding the right fit for a program format moving forward has been a difficult process. We are thrilled at the opportunity to work with students in-person again and continue to offer hybrid programs that allow for some virtual learning as well. At least twice per year, we aim to offer virtual trainings in addition to our in-person work, as this format does improve access for students and allows for a greater reach in our recruitment efforts.

Program for Entrepreneurial and Agricultural Training:

This year we hoped to expand the phenomenal work being done through this program and provide the opportunity to as many interested youth as possible. Additional field trips were well received and the program continued to grow and thrive through the pandemic.

Employment and Financial Education Workshops: These workshops are incredibly useful for groups who are looking to gain knowledge around financial education and employment skills for smaller groups of students. As in-person restrictions ease, we are excited to reconnect with partners and jump back into providing these exciting workshops to youth in the Greater Madison area.

BUSINESS INCUBATORS MADISON ENTERPRISE CENTER

The Madison Enterprise Center has been the cornerstone of innovation for Madison and Dane County's start-up and small business enterprises since its inception in 1987. MEC continues to offer business development opportunities such as resource-matching services and affordable commercial space to 1st stage businesses.

During our continued visioning and long-term planning process, we identified gaps in connections to our local chambers serving marginalized groups. We are working with local partners and chambers of commerce to strengthen our connections to groups who may be looking for affordable commercial/incubator space. Although the pandemic hindered our ability to create those deep connections, we are working to identify a pathway to our incubators for Black and Brown business owners as pandemic restrictions ease and there is support through resources and other funding opportunities.

Looking ahead into 2022, we will work to be fully occupied. We also hope to assist some of our long-term tenants as they near their five year tenancy and graduate our program and go on to occupy larger commercial spaces and expand their footprint in the community.

Continued Tenancy:

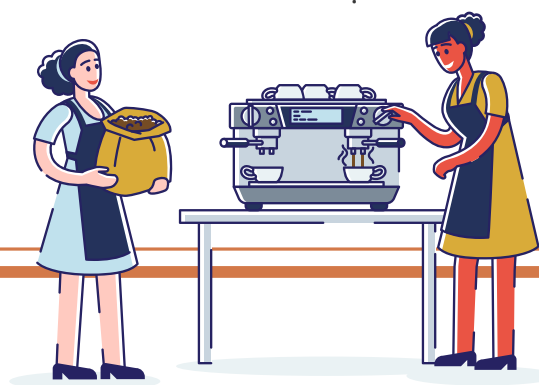
Aurora Creative
Potters Crackers
The Looking Glass Bakery
Fill My Recipe
MicroMyco Growers
Lev Apparel
Hinchey Design Co.
The Common Kitchen
Pikku Takki
BWZ Architects
Lily Forest Design

New tenants in 2021:

The Ovipository/Madison
Cricket Farm
The Baked Lab
Metric Forrest Studio
Taco Cat Creations
Slabs and Planes
Colleen Manner Design

Move outs:

Zap Cables (Moved to
Main Street Industries)
The
Ovipository/Madison
Cricket Farm
My Payment Network



BUSINESS INCUBATORS MAIN STREET INDUSTRIES



Main Street Industries, located at 931 E. Main Street, continues to be the location for our established second-stage businesses and start-ups . We have seen so many triumphs through the challenges that the COVID-19 pandemic brought on. Our small business community within MSI continued to support each other and deeply innovate. They truly strengthened their business models, saw increases in revenue, and thrived.

Giant Jones Brewing Company expanded their suite by taking over additional space at MSI by absorbing the conference space to upgrade their bottling line. Quince & Apple became Quince & Apple|Treat and moved some of their production from Suite 24 into the larger Suite 17 as they continued to expand.

MSI welcomed Community Shares of Wisconsin into Suite 10. Although historically Main Street Industries has not housed non-profit entities, we saw this tenancy as a perfect opportunity to synergize our work as a member of the Community Shares of Wisconsin network. Community Shares has already hosted events at Giant Jones Brewery and continues to support many non-profits in the Madison area by providing space in their newly updated office at MSI. Local artist Phillip Salamone moved a short distance from their old space into Suite 16 as Atwood Atelier and Zap Cables graduated from MEC taking over suite 24 as they continued to grow and identified a need for more square footage.

In August of 2021, to celebrate the 25th anniversary of Main Street Industries, Common Wealth hosted the Main Street Bazaar. In partnership with Forward Fest a week's long festival and conference for entrepreneurship,, the Bazaar was created to showcase the businesses in our incubators as well as other local businesses, artists, and artisans. The event gave our neighborhood an opportunity to get familiar with the many talents under the incubator roofs.

Continued Tenancy:

ORIGIN Breads
Wild Wood Productions
Steam Instruments
Eco Friendly Flooring
Old Sugar Distillery
Giant Jones Brewing
Quince & Apple | TREAT

Metal People
Bali & Soul
Lotions Limited
[Bayk] Madison
Wm. Chocolates
Pat's Gym
Craft Optics

Move outs:

Occupy Madison
The Creative Company
Jenie Gao Studio

New Tenants in 2021:

Community Shares of
Wisconsin
Zap Cables
Atwood Atelier

BUSINESS INCUBATORS

Transitions:

The incubators saw a transition in staffing in Fall of 2021 as Rebekah Stephens accepted a position outside of the organization, Megan Diaz-Ricks moved into the position of Director of Communications and Fund Development, and Brendan Vandenburg Carroll aided in filling the Business Development Coordinator position. Brendan's work in business and employment coordination in both youth and adult workforce will translate well as we work towards developing better connections and supports for our businesses to increase their growth potential.



Looking ahead:

Our goal is to resume the Lunch & Learn program to support our small businesses and connect them with existing support resources to increase their earning and development potential. We also hope to cultivate a relationship between the Youth and adult workforce development programs and the business incubators tenants to provide job opportunities for our program participants.

From our whole team at
Common Wealth Development..

Thank you!

