

ANNUAL REPORT



Common Wealth
DEVELOPMENT

20
22



A LETTER FROM THE EXECUTIVE DIRECTOR

Dear Common Wealth Development Friends, Supporters, and Family,

After the volatile swell that was 2020 and 2021, Common Wealth welcomed the relatively routine and, dare I say, “boring” of 2022.

As we reflect on 2022, I am filled with immense gratitude for the support and collaboration of our incredible community. Your unwavering commitment enables us to foster a thriving and equitable Madison. I would like to express my sincere appreciation to our Board of Directors, sponsors, partners, and staff. Your expertise, enthusiasm, and resilience drive the success of our programs and initiatives, working in solidarity with the communities we serve.


Our focus in 2022 was on reconnecting with the community and partners after COVID-19 disruptions. We continued to address systemic challenges and foster safe, healthy environments through partnerships and collaboration in our ongoing Violence Prevention efforts. Supporting our residents in our housing after the effects of COVID-19, remains a priority, and despite challenges such as inflation, supply chain disruptions, and labor shortages, Common Wealth’s housing team continues to expand access to affordable and stable housing, and with the generous support of the Roots and Wings Foundation, we were able to make substantial innovations and improvements, throughout.

2022 also marked the beginning of the fusion of Common Wealth’s Youth Workforce and Adult Workforce Development program areas, under the direction of Ashley Hoeft. Common Wealth will continue to focus on empowering individuals with skills and opportunities for long-term economic success and stability. Our dynamic leadership development, financial mastery training, and violence prevention programming expanded their depth of services. Partnerships with Madison Metropolitan School District (MMSD) and other community organizations have enabled us to provide comprehensive support to students and adults alike.

Our Business Incubators have continued to foster a vibrant local economy and create job opportunities. In 2022, we welcomed new businesses and supported the growth of existing ones, nurturing innovation and collaboration. We look forward to working with our small businesses and community partners to support Gallery Night events in 2023.

As we celebrate our accomplishments, we eagerly anticipate the opportunities ahead. We remain committed to addressing the evolving needs of our community and pursuing a more equitable and inclusive Madison.

On behalf of the Board and Staff, I want to send a heartfelt thank you for your continued support of Common Wealth Development. We could not do this without you!



Justice Castañeda

Executive Director



MISSION & VISION



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

We build community infrastructure through safe, affordable, and healthy housing; local business incubation; and person-centered workforce development for youth and adults, rooted in a foundation of racial justice and health equity. We know that by providing safe and healthy housing, supporting economic stability, and promoting community engagement through outreach activities, we reduce health inequities and the likelihood of violence.





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BOARD OF DIRECTORS

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

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SPONSORS



None of our work would be possible without the financial support of our local sponsors and individual donors.



American Family Dreams Foundation

Marquette Neighborhood Association

City of Madison Community Development
Division

Old National Bank

Community Shares of Wisconsin

Roots & Wings Foundation

Dane County

Southwest Madison Action Coalition

Elevate Energy

Sustain Dane

Madison Community Foundation

SupraNet

Madison Gas & Electric

St. Andrew's Episcopal Church

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UCC

Madison Metropolitan School District

UW Madison School of Medicine and
Public Health's

Madison Rotary Foundation

Wisconsin Partnership Program

Monona Bank / Lake Ridge Bank

United Way of Dane County

PARTNERS



Because of you, we are able to provide coordination of care and truly represent a model of community development rooted in partnership and collaboration.



American Family Insurance
Catalysts for Change
Childrens' Wisconsin
Chocolate Shoppe
City of Madison
Community Action Coalition
Community Development Authority
Community Development Division
Dane County
Dane County Housing Authority
Dungarvin
Design Coalition
Early Childhood Initiative (ECI)
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GED Option #2 Program
Good Shepard Lutheran Church - Madison
Campus
Goodman Community Center
Holy Wisdom Monastery
Jewish Social Services
Joining Forces for Families
LaFollette High School
Lutheran Social Services
Madison Children's Museum
Madison Metropolitan School District
Madison East High School
Madison Out of School Time (MOST)
Madison Police Department

Madison Public Libraries
Madison Public Library - Meadowridge
Madison West High School
Meadowood Health Partnership
Meadowood Neighborhood Association
Meant to Bead
Operation Fresh Start
Options in Community Living
United Church of Christ Orchard Ridge - UCC
Project RESPECT
Rise Up
Roots & Wings Foundation
RSVP of Dane County
School-Aged Parenting Program (SAPAR)
Second Harvest
UW-Extension
Southwest Madison Action Coalition
Summit Credit Union
SupraNet
Sustain Dane
Tenant Resource Center
The Road Home
The Salvation Army
Urban League of Greater Madison
UW Writing Center
Vel Phillips Memorial High School
WHEDA
WI Department of Revenue
Wil-Mar Neighborhood Center
Youth Employment Network
YWCA

STAFF



Administration

Justice Castañeda Executive Director	Stefan Davidson Finance Director	Stephanie Bradley Wilson Director of Health Equity & Violence Prevention	Megan Diaz-Ricks Director of Communications & Fund Development
Shelli Lawler Administrative Coordinator	Kevin Sandoval Administration & Finance Specialist		

Housing & Development Operations

Ashley Gohlke Director of Development Operations	Conner Wild Housing Operations Manager	Kari Alston Housing & Resident Relations Specialist	Nick Lee Housing & Resident Relations Specialist
Scott Heacock Housing & Resident Relations Specialist	Mia Chapman Housing & Resident Relations Specialist	Sataro Sato Maintenance Coordinator	Leo Hernandez Maintenance Coordinator

Economic Development

Youth Workforce Development

Ashley Hoeft Youth Workforce Development Manager / Director of Workforce Development	Samantha Heim Youth Employment Coordinator	Jeremiah Covington Youth Employment Coordinator	Evelyn Betts Youth Employment Specialist	Tino Corona Youth Employment Specialist
	Anna Joy Community Development Specialist	Camilla Soechtig Community Development Specialist	Mina Yildiz Community Development Specialist	Taylr Johnson Community Development Specialist

Adult Workforce Development

Marquis Sanders Adult Workforce Development Manager	Rachel Stetenfeld Adult Employment Specialist	Emma Chinski Adult Employment Specialist	Christa Zhang Adult Employment Specialist
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Business Incubation

Brendan Vandenburg-Carroll Business Development Coordinator

HEALTH EQUITY & VIOLENCE PREVENTION

Genealogies: Violence Prevention through Health Equity

Common Wealth Development uses a racial justice and health equity approach to our violence prevention work. The cornerstones of this work include reducing health inequities by providing safe and healthy housing, supporting economic stability and reducing the likelihood of violence through workforce development and business incubation, and leveraging community resources and outreach activities to enhance social cohesion.

Outreach & Engagement

During 2022, our Health Equity and Violence Prevention efforts included an overarching goal to reconnect with community and CWD partners as COVID-19 prevented us from gathering in 2020 and 2021.

One of the ways we sought connection was through making our services more widely known. We created a short video that focuses on CWD's Adult Workforce Development (AWD) program, highlighting Marquis Sanders, our AWD Manager, and participants from the Southwest Transitional Employment Program. It explains the mission and benefits of AWD, along with our current needs for financial support.

Christa Zhang, a UW Madison social work intern, produced the video, and Orchard Ridge United Church of Christ used it to solicit congregants' donations. Additionally, it can be viewed on CWD's website for a better understanding of what our AWD programming entails and how we serve the community.

A Career-Readiness Program

A partnership was established with American Family Insurance (AmFam) Human Resources' volunteers to support our Work Up! Academy, a career-readiness program designed specifically for the participants we serve. The WorkUp! Academy will kick off in 2023 to provide additional soft skills to AWD participants that will increase job acquisition and advance job retention. The multi-session workshops will be initially held during drop-in hours at Job Shop, where participants already receive help applying for jobs and meeting their basic needs. AmFam volunteers will serve as presenters to discuss interviewing, resume preparation, and job retention.

Community Events for Social Cohesion

CWD also worked in tandem with the Meadowood Health Partnership to host community suppers and table talks in the Meadowood neighborhood. CWD supported the suppers by sharing information about all CWD programs, including youth, housing, and business incubation opportunities. Meadowood community meetings called "Table Talks" came about due to concerns surrounding several neighborhood shootings and the safety at Meadowood Park. The Table Talks allowed residents to express their fears and identify viable solutions to enhance safety and become better acquainted with their neighbors. Participants also came together to create a package of neighborhood resources for new residents that will provide additional opportunities to enhance inclusivity. CWD supported these community development efforts by sharing information about property owners and capturing attendee feedback that will be used to inform future solutions.



HEALTH EQUITY & VIOLENCE PREVENTION

Community Events continued...

Parks Alive, a City of Madison sponsored bi-monthly event, was held at Elver Park and Meadowood Park. The purpose of Parks Alive was to help engage residents in positive activities and enhance collective engagement among neighbors. CWD staff attended these community events to promote our work and network with those coming out to learn more about services in the neighborhood.

During late summer, Common Wealth co-hosted a neighborhood block party along with the Meadowridge Library, Meadowood Neighborhood Center, and members of the Meadowood Neighborhood Resource Team. The event was well attended and included free food through Holy Cow (the food truck of Good Shepard Lutheran Church Madison Campus), musical entertainment, and a bouncy house for youth. CWD staff assisted with the planning and implementation of the event and provided an information table to promote our programming.



Sponsorship of Neighborhood Organizations

CWD is the fiscal sponsor of the Southwest Madison Action Coalition (SMAC), a group of volunteers who advocate for their community. The genesis for this group was a collaboration between CWD, Jeffrey Lewis, PhD, and the City of Madison to promote violence prevention. In 2022, SMAC sponsored two community building activities. The first "Winter Activities at Elver Park," was co-hosted with Madison Parks. At the event, SMAC provided free tickets for individuals who wanted to skate, sled, or ski during the month of February. Many children and adults took part in the winter activities. Tickets were also distributed to the Meadowood Neighborhood Center, Elver Park Neighborhood Center, and school social workers.

The second activity was a six session workshop called Love Your Neighborhood, which was funded by a City of Madison neighborhood grant. These workshops were designed to re-invigorate residents to become better acquainted with neighbors, discuss issues in the community, and identify possible solutions. Sharon Lezberg, Dane County Extension, facilitated the workshops at Good Shepard Church, and various presenters addressed topics, such as community organizing, communication with neighbors, affordable housing, and community wellness. These events helped SMAC to identify several areas to address in the future, including plans to support the Welcome Program of the Meadowood Health Partnership and increase community engagement activities in area parks.

Visioning and Looking Forward

Common Wealth Development is laying the groundwork for a future Volunteer Income Tax Assistance (VITA) site in partnership with the WI Department of Revenue, Meadowridge Library, and Meadowood Neighborhood Center. By bringing a VITA site to Southwest Madison in 2024, we will significantly help low to moderate income taxpayers file their income taxes free of charge, which saves tax filing fees and allows individuals to take advantage of tax credits that might be overlooked. Volunteer recruitment took place in 2022, and 8 people agreed to be trained as Site Coordinators in 2023. The volunteers will receive training from the WI DOR, including hands-on experience at the VITA site held in the Central Library in downtown Madison. In 2024, the VITA site will be hosted at the Meadowridge Library.



HOUSING OPERATIONS

Overview

Common Wealth's Housing Operations faced challenges that mirrored those faced by housing providers across the country: inflation, supply chain disruption, labor shortages, work backlogs, and increased violence. To top it off, at the end of the year, federal funding for rental assistance withered and program requirements for our residents changed. Thanks to the dedication of our amazing housing staff and the timely generosity of the Roots and Wings Foundation, Common Wealth was able to push forward, providing support and quality housing management to our residents while also creating new housing options for years to come.



Thank You Roots and Wings!!

As we faced the tumultuousness of another year in the COVID pandemic, the Roots and Wings foundation provided the support for our existing operations and allowed us to innovate and create new housing opportunities for our residents. With their funding and guided by their motto to help low-income children and families to reach their full potential, we were able to improve our common spaces, provide free Wi-Fi to our residents, retrofit an entire building to maximize energy efficiency, and purchase a property in support of a new low-income housing development in the Marquette Neighborhood. Huge thank you to Roots and Wings for your generosity and support of the cause of healthy housing!!

Wi-Fi Implementation

Over the past few decades, access to internet has transitioned from a luxury into a utility necessary to manage our daily responsibilities. At the behest of Common Wealth's housing team, we set out to explore the possibility of providing internet to our residents. Mia Chapman, a Common Wealth Housing Administration Specialist and UW-Madison undergraduate (Landscape Architecture & Urban Planning), led a survey of Common Wealth's residents to gauge whether this would be something they wanted. Unsurprisingly, 83% of residents indicated that internet provision would substantially improve their household's quality of life. Residents indicated that internet services would increase employment prospects, support children's access to remote education, and improve residents' access to healthcare (telehealth).

Due to these survey results and generous funding from Roots and Wings Foundation, and in partnership with SupraNet, Common Wealth will be able to provide Wi-Fi internet services to our residents in the Meadowood neighborhood. Huge shout out to Roots and Wings and to SupraNet for making this a reality!!

Addressing the Impact of COVID-19 on Residents

While COVID-19 mandates and restrictions were lifted this past year, the effects of the pandemic continued to reverberate throughout our community and still is affecting the lives of our residents. Common Wealth's Housing team remains committed to supporting our residents through another year of uncertainty. We accepted rental assistance applications as payment guarantees, waived zero balance requirements for renewal, and did not pursue outstanding delinquencies. Our staff worked tirelessly to monitor balances, assist residents with rental assistance applications, and produce necessary documentation for rental assistance from the CORE program, the primary source of rental assistance. Nearly half of all households received assistance at least once over the past year, and many households received multiple months of assistance. Without this critical resource many of our residents would not have been able to maintain their housing and their jobs. Thank you to Tenant Resource Center, Community Action Coalition and the City of Madison's Community Development Division for all the support in getting this vital support to Madison residents.

HOUSING OPERATIONS

Renovations

In its 18th year of operation, Yahara River View Apartments (YRVA) required substantial renovations in its common areas and gathering spaces. Based on resident feedback, we developed a renovation plan that would breathe new life into a property built to encourage community engagement and connection. The simple updates, such as new flooring and fresh coats of paint to the common areas and hallways, replaced a drab and dull feeling with a lighter mood. The community room, which had been closed since the beginning of the pandemic, received the most anticipated renovations, including new cabinets, flooring, furniture, and century-appropriate artwork. Now, the community room is a more welcoming space for our residents to enjoy for years to come.



Property Purchase

Earlier this year, the Community Development Authority provided Common Wealth with the opportunity to purchase a 2-unit property on Baldwin Street. With support from the City of Madison's Community Development Division, we were able to acquire this property, adding two additional low-income housing units in the Marquette neighborhood. The building, with its large front porch and original walnut woodwork, retains most of its early 1900s architectural charm. Both units in this building will support our partnership with The Road Home, providing housing for young single-parent families. Our team looks forward to housing its first family at the turn of the new year.



HOUSING OPERATIONS

New Partnerships & Programming

In 2022, Common Wealth's housing team developed a partnership with Jewish Social Services' (JSS) refugee resettlement program to support families coming from Afghanistan. In collaboration with JSS, we provided immediate housing to several refugee families facing barriers to housing, including no credit score, lack of income, language difficulties, lack of verifiable housing history, and delayed access to federal documents. Common Wealth is extremely grateful to work with these families and look forward to growing this partnership with JSS and other organizations supporting immigrant and refugee families in the future.

In 2022, Common Wealth also began beta testing digital signature software that would allow forms to be transmitted and signed via email. The recertification process, historically done by paper and standard mail, is daunting and administratively burdensome. The beta testing has been promising and has many benefits: It expedites delivery of materials, clearly indicates what needs to be filled out, provides automatic reminders and tracking updates, and eliminates the chance of misplaced paperwork. We are excited to bring this software online to our residents in 2023.



Challenges and Areas for Growth

Inflation was the word of the year in 2022. Supply and labor costs increased significantly, requiring us to standardize and monitor inventory, be proactive with ordering, and attempt to predict potential shortages. Due to a perfect storm of supply chain issues, backlog from COVID-19, and the overall demand for skilled labor, securing contractors for projects proved difficult (e.g., repairs to HVAC or plumbing, which usually can be scheduled with 24 hours' notice, sometimes took 1-2 weeks to schedule). In response to overbooked contractors, we faced significant delays in project completion and had to carry a backlog of work orders into 2023.

Additionally, there was a substantial increase in utility costs, and the increase of water and natural gas prices will affect future budgets and our operational capacity. The abundance of firearms and the lack of legislation and political will to implement sensible gun-safety regulation in Wisconsin continues to exacerbate the severity of crime in our neighborhoods. Residents in our units reported occurrences of theft and gun violence, affecting the overall stability of our neighborhoods. While these occurrences frustrate residents and staff, collective efforts between Common Wealth (led by Stephanie Bradley Wilson) and community members have helped show our collective resolve in making our neighborhoods violence-free.

Looking to the Future

As a continued expansion of our partnership with the Road Home, Common Wealth has an exciting new opportunity to collaborate with them through the management of two eight-unit apartment buildings in Meadowood. These buildings are part of The Road Home's Housing and Hope program, which provides permanent supportive housing to families who were previously unhoused. This partnership is an opportunity for Common Wealth to serve as property manager of The Road Home's properties. Our team looks forward to developing new tools and logistical supports that may allow us to pursue similar arrangements with other property owners in the future.

COMMON WEALTH HOUSING: BY THE NUMBERS

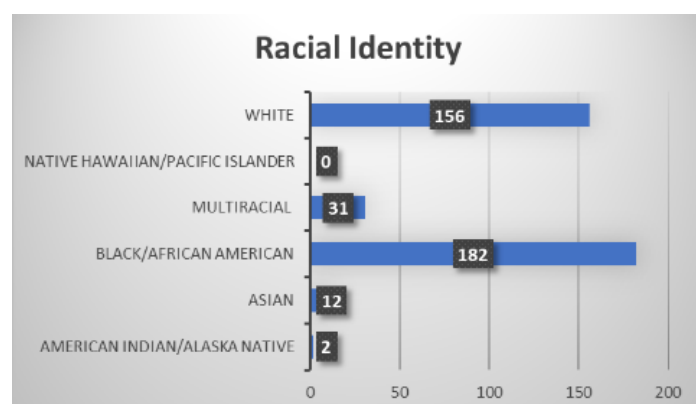
Portfolio

Common Wealth's housing portfolio expanded from 2021. We added 3 units to our Marquette portfolio with the acquisition and rehabilitation of 601 S Baldwin Street, and we transitioned 405 Rogers Street out of the Lease to Purchase program in preparation for a future redevelopment project. Common Wealth Development currently owns and manages 160 units spread out over 27 properties and manages another 15 in support of The Road Home's Housing and Hope program.

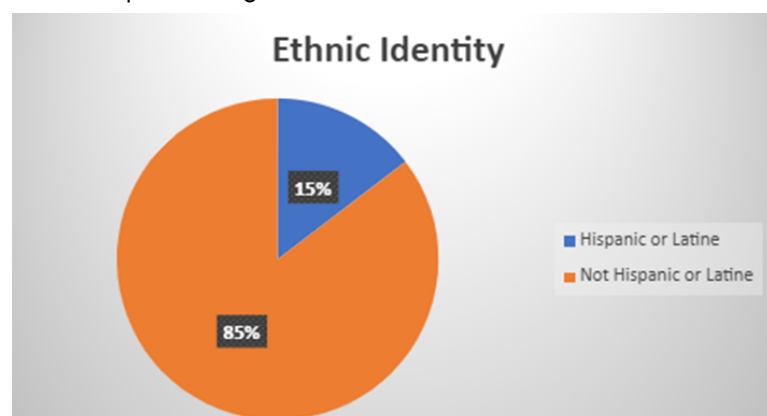
Portfolio	Properties	Apartments	Studios	1-Bed	2-Bed	3-Bed	Retail
YRVA	1	60	4	19	25	12	0
Marquette	17	54	2	21	22	9	3
Meadowood	8	46	1	4	30	11	3
Total	26	160	7	44	74	32	6

Demographics & Outcomes

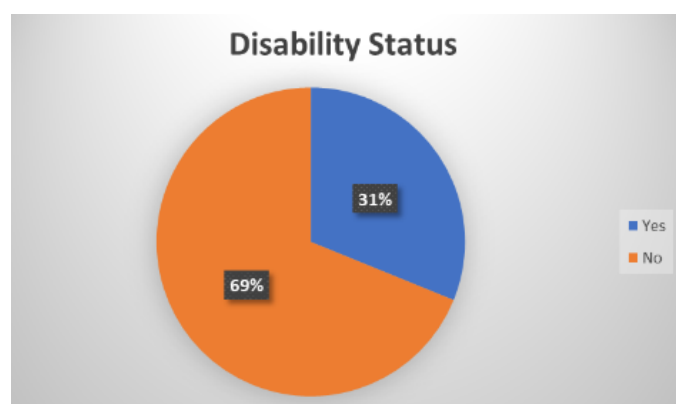
Common Wealth provided housing to 383 individual residents in 176 households. The demographics are displayed in the chart below.



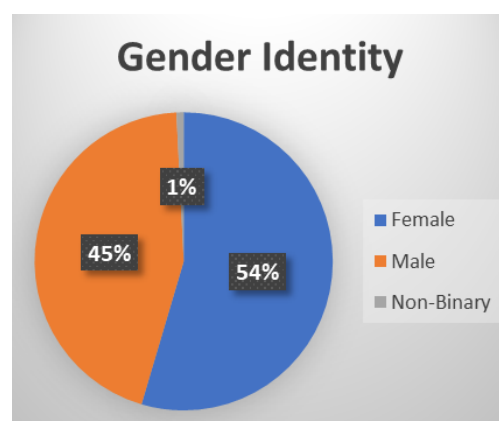
In terms of ethnicity, in 2022, 56 residents identified as Hispanic or Latine. The chart below shows ethnicity in terms of percentages.



In 2022, 119 of 383 residents identified with a disability. Representation in percentages of residents who identify with a disability is shown in the chart below.



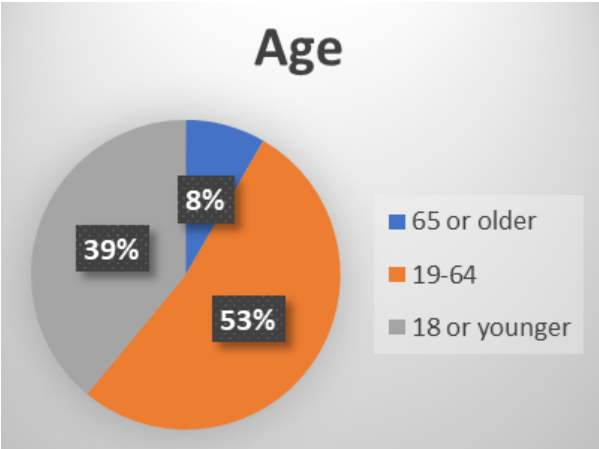
Regarding gender, in 2022, 209 residents identified as female, 171 identify as male, and 3 identified as non-binary.



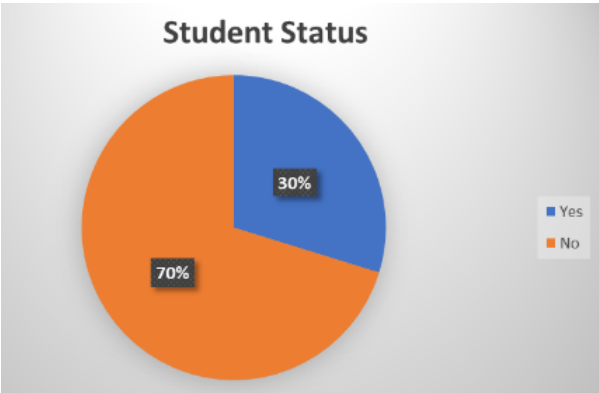
COMMON WEALTH HOUSING: BY THE NUMBERS

Demographics continued...

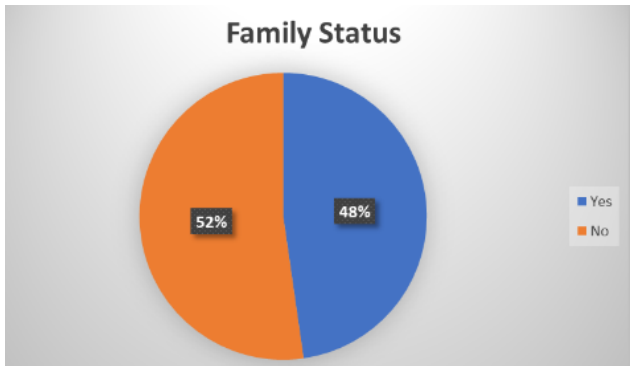
In 2022, The largest age group of residents was 19-64 year olds with 202 residents followed by 149 residents who are 18 and under. 32 residents were 65 and older. The chart below demonstrates percentages.



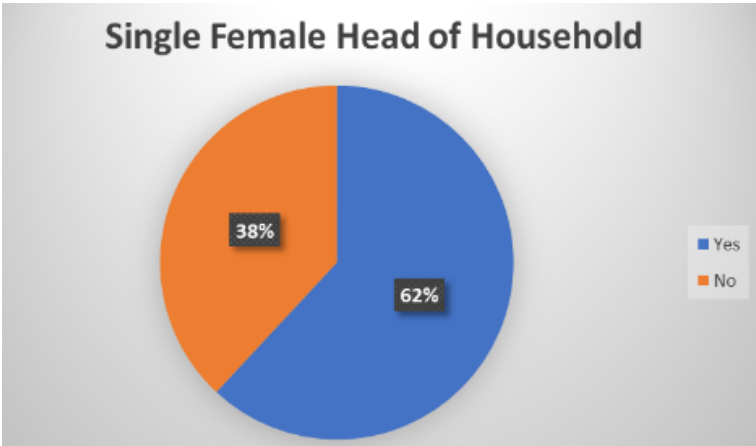
The majority of residents were not full-time students. 269 were not enrolled with a full-time student status, while 114 were enrolled as full-time students. The chart below shows the percentages.



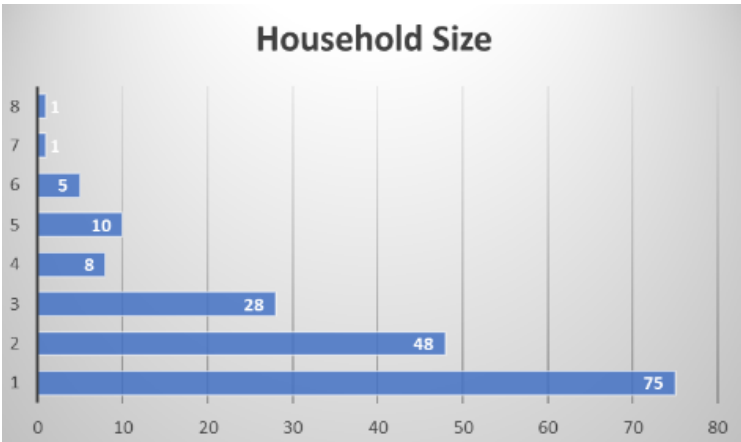
Given the affordability challenges of raising a family, there is a large proportion of families in Common Wealth housing. Of 176 households, in 2022, 84 were families. The chart below is the percentage of family households.



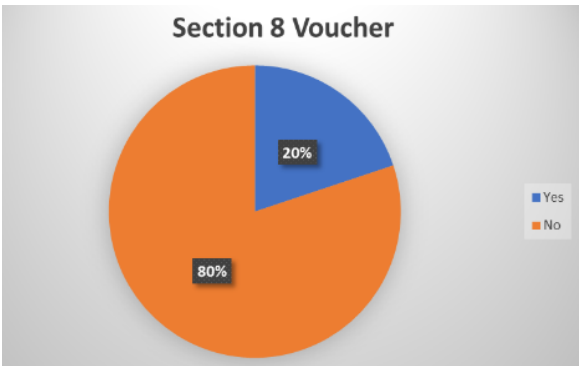
The majority of households were headed by single females. 109 households had female heads of household. The chart below shows percentages.



The chart below shows the size of households. The largest proportion of residents were single person households, and our largest household had 8 individuals. Household size is limited by occupancy standards. Our largest units are 3 bedrooms.



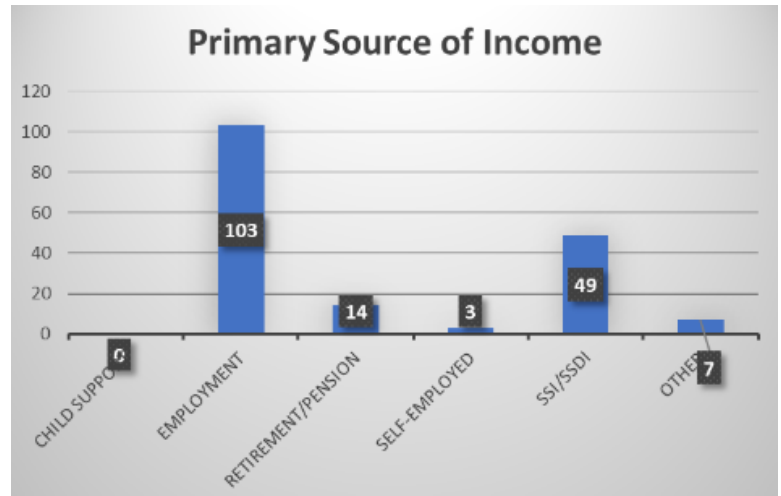
35 of our households were enrolled in the Section 8 rental assistance program.



COMMON WEALTH HOUSING: BY THE NUMBERS

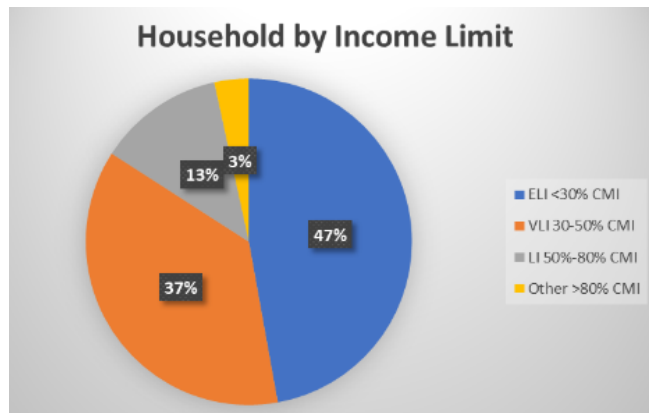
The vast majority of households had employment as their primary source of income. The second most common source of primary income was SSI/SSDI. The adjacent chart shows the percentage of households by primary source of income.

The chart below shows households by where they fall in relation to county median income (CMI). Extremely low income (ELI) is defined as earning below 30% CMI. In 2022, 83 households were ELI. Very low income is defined as between 30%-50% CMI. 65 households were VLI. Low income (LI) is defined as between 50%-80% CMI. 22 households were LI. There were 6 households who earn over 80% CMI represented as "Other" in the chart.



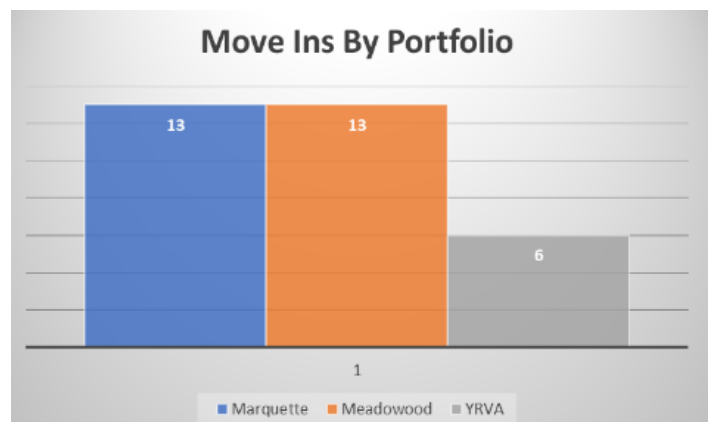
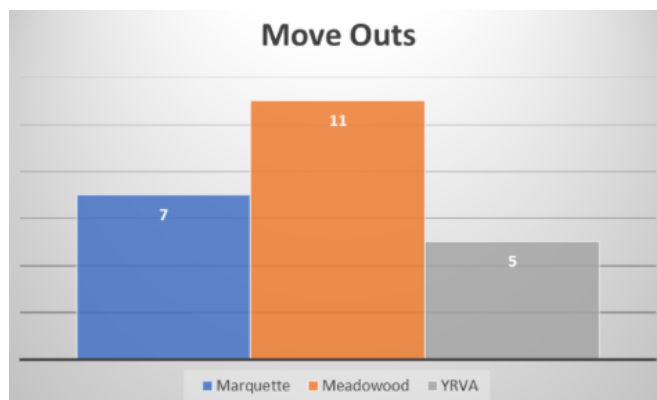
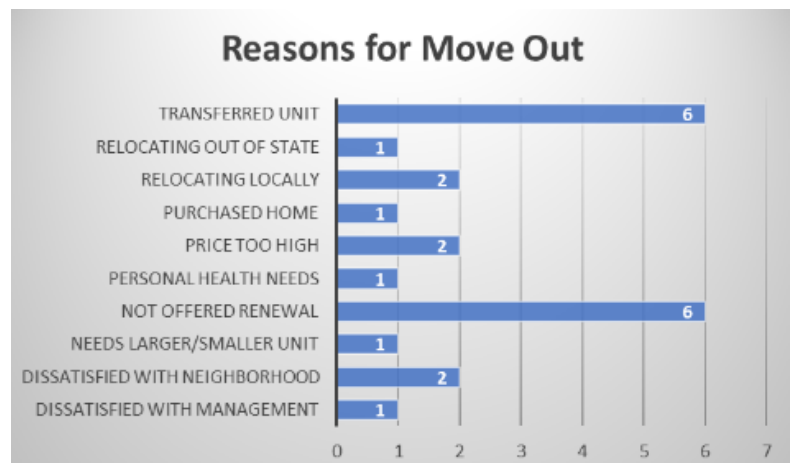
Move Outs

Of the 23 move outs, the predominant reasons for moving were transfers to another apartment within the Common Wealth portfolio (6). Common Wealth had 6 households that were not offered renewals. We did not have any households move due to personal or financial hardship in 2022.



Turnovers

Common Wealth's housing experienced 23 move outs over the course of 2022. The Meadowood portfolio had the greatest number of move outs at 11, followed by Marquette portfolio at 7, and finally YRVA at 5. The chart below shows move outs by property group in percentages.



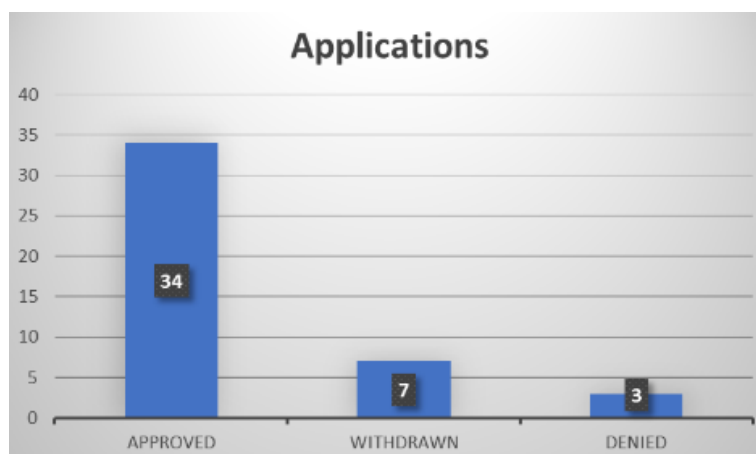
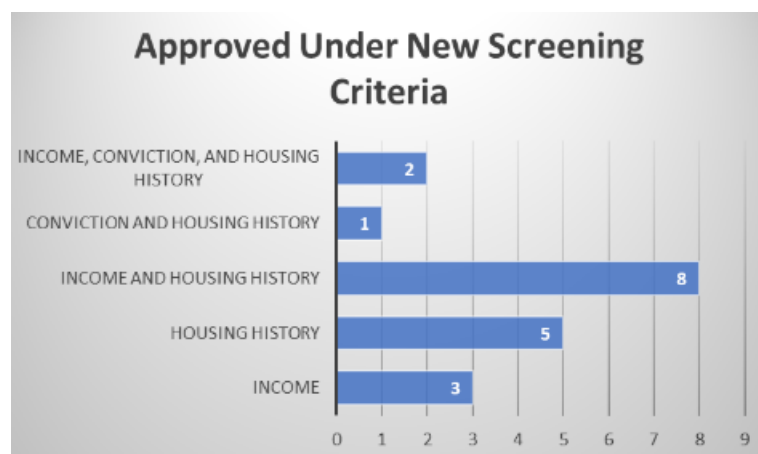
COMMON WEALTH HOUSING: BY THE NUMBERS

New Screening Criteria: Impacts and Opportunities

In 2018, Common Wealth staff recommended a 36 month pilot project, where we would significantly change our screening criteria so that more residents would qualify. We brought the pilot online in 2019, and our housing staff have meticulously collected data on the relationship between new, more inclusive, screening criteria, and resident tenure and the relationship between the new criteria and likelihood of lease violations. After 3 years of data, we found no relationship between a more inclusive screening criteria and the likelihood of residents violating their leases and/or premature termination of housing tenure.

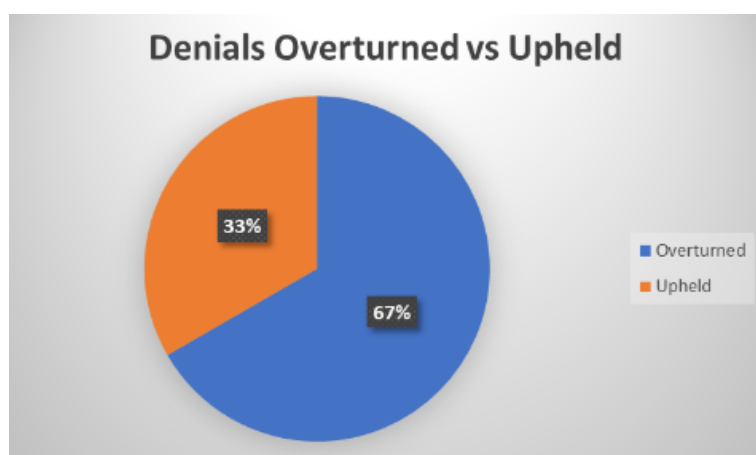
Of the 32 new households that moved in during 2022, 19 households were able to move in as a result of the adjusted screening criteria implemented in 2019. These households would not have had access to housing with Common Wealth had they applied prior to the screening criteria change. The areas where the screening criteria had the most benefit was in relation to income and housing history. By reducing the income to rent ratio from 2.5x to 1.5x, households on fixed incomes, households coming out of homelessness, and refugee households were able to access housing. The chart below shows households who would have been denied under the old screening criteria and what would have been the housing barrier.

In total, Housing Operations processed 44 applications in 2022. Of the 44 applications, 34 were approved, 7 withdrawn, and 3 denied.



When the new screening criteria was implemented, Housing Operations also instituted an appeals process by which households who received an initial denial could challenge the cause and make a case for overturning the denial to a review board. Of the 3 appeals submitted in 2022, 2 denials were overturned and 1 was upheld.

Of the 3 households denied in 2022, all three were denied due to housing history. 1 household was denied due to behavioral issues that affected the health and safety of other residents, information that was disclosed through a landlord reference. The other 2 were denied based on outstanding balances with previous landlords that had no active payment plan in place.



YOUTH WORKFORCE DEVELOPMENT

Overview

Common Wealth Development has been supporting Madison and Dane County youth for over 30 years. Through dynamic leadership development and financial mastery training we are committed to supporting the future leaders of Madison and Dane County. For the long-term growth of any community, it is crucial to include the development of a creative, well-trained and diverse workforce. And while being competitive for positions in the labor market is critical, Common Wealth also believes that developing our future leaders is equally as important. Common Wealth's Youth Workforce Development (YWD) section specifically supports youth through structured training, mentorship, and experiential learning opportunities to promote professional development and career exploration, with the expectation that today's youth will be tomorrow's leaders.



During 2022, we continued to develop our spectrum of violence prevention programming and build on our critical community partnerships in order to serve almost 400 youth through direct and partnership offerings. Youth Workforce staff worked diligently to implement rigorous training programs that offer unique opportunities for youth to advance their skills while concurrently addressing their current needs as adolescents navigating one of the more volatile periods in our nation's history. As a community-based neighborhood intervention initiative built on holistically supporting youth, we are thrilled to share the amazing work of our staff and youth program participants with you.

Milestones

Madison Metropolitan School District -- Experiential Learning Program Partnership

Common Wealth's Youth Workforce Development staff facilitate MMSD's Experiential Learning Program, supporting students as they earn elective school credits for their part-time jobs (Work Based Learning tract) or apprenticeships in a specific career pathway (Youth Apprenticeship tract). Staff hold weekly office hours at each of the four main Madison high school campuses, and support students to enroll, complete assignments, and ultimately earn credit for their work and skill development. Across all four schools, Common Wealth staff work synergistically with school staff, guardians, and any other support people to provide students with as much encouragement and guidance as possible. We also assist Madison's community-based non-profit organizations enroll their respective youth participants to earn credit while participating in their programming.

Youth-Business Mentoring Program (YBMP)

Common Wealth's award-winning Youth-Business Mentoring Program (YBMP), offers youth two-week pre-employment training program, virtually and in-person at each of the four main Madison public high school campuses. Throughout the program, youth develop skills to help them enter the workforce, retain employment, and build the financial habits necessary for them to reach their goals.

In 2022, we held six YBMP sessions, with 97% of youth successfully completing the training, and 40% securing employment (the remaining 60% opted to wait until summer of '23 to start applying for jobs). We prioritize working with youth who are experiencing severe barriers to employment, including juvenile justice system involvement or residency in an under resourced neighborhood.

YOUTH WORKFORCE DEVELOPMENT

Youth-Business Mentoring Program (YBMP) continued..

Of the students trained in 2022:

- 80% identified as students of color
- 20% lived in City of Madison-designated Neighborhood Resource Team (NRT) areas
- 53% qualified for free or reduced lunch
- 10% had contact with the foster care system
- 17% were court-involved youth

Youth who secure employment through YBMP are also automatically enrolled in MMSD's Experiential Learning Program, so they can earn elective school credits for the job we help them get. This means that our program supports their aspirational and academic development, while also providing them opportunities to earn money for their immediate needs.



Wanda Fullmore Youth Internship Program (WFYIP)

The Wanda Fullmore Youth Internship Program mixes the talents and creative capacities of professionals, students, artists, and University researchers to construct an open canvas for youth to imagine their vision for Madison. In its 8th year, the program has continued to evolve, providing youth a unique opportunity to get hands-on experience working with City of Madison staff while also navigating a rigorous civics education curriculum, and culminating in a capstone project and presentation to elected officials, community leaders and family members. In January of each year, Common Wealth staff begin developing the Wanda Fullmore training program, consisting of a design studio, and an accelerated civics leadership curriculum. Through open enrollment sessions at every (and any!) school site serving Madison students, a cohort is selected by April of each year.

Wanda Fullmore Youth Internship Program (WFYIP) continued...

In June of 2022, eighteen passionate young people from across Madison joined to form the 2022 Wanda Fullmore Youth Internship Program cohort. Over the next ten weeks, and supported by Common Wealth staff and graduate students from the Department of Planning and Landscape Architecture at UW-Madison, these young leaders collaborated with phenomenal professionals from Parks, Public Health, Madison Police Department, City Engineering, Monona Terrace, Madison Public Library, City IT, Financing and Building Inspection to lay out a collective vision for the upcoming redevelopment of the Lake Monona Waterfront, and the Madison Destination District (Alliant Energy Center campus & adjacent land parcels).

Embedded in their training, Wanda Fullmore Interns also learned more about employment with the City of Madison, received on-the-job training, engaged in structured workshops, and navigated a rigorous civics curriculum, all preparing them for future leadership as engaged Madisonians. Upon completion, interns earn elective school credit and the Department of Public Instruction's Employability Skills Certificate.

Of the 2022 cohort:

- 78% identified as students of color
- 33% qualified for free or reduced lunch
- 17% lived in an NRT area



YOUTH WORKFORCE DEVELOPMENT

Youth Advisory Board (YAB)

In partnership with Madison Police Department, Common Wealth Development coordinates and facilitates Madison's Youth Advisory Board. This board is comprised of Madison youth who are passionate about current events, policy decisions, and addressing larger systemic issues, including issues relating to the oppression and violence against BIPOC community members and issues relating to disproportionate contact with police amongst BIPOC residents. Through the YAB, youth dialogue in an open and instructional capacity where they have access to resources, historical perspectives, and community professionals to deepen their understanding of the topics at-hand. In 2022, Madison youth met bi-weekly to discuss issues, such as police response to mental health calls, police in schools, and to advocate for other issues close to them relating to community-police interactions.

The YAB saw tremendous growth in 2022-- its second year running-- with 14 of the 16 available board seats currently filled. Through conversations with MPD, Judges, defense attorneys and local community leaders, youth delved into the complexities of police interactions revolving around car thefts and traffic stops, and produced a brochure advocating youth on what to do in the event they were stopped by police.

While sometimes raw and intense, the work of the YAB has been nothing less than inspirational, and Common Wealth acknowledges the immense amount of work youth have put into their time on the Board, and the work of MPD. We want to give a particular acknowledgment to Chief Shon Barnes, Captain Matt Tye and Sergeant Meg Hamilton, who have been extremely patient and understanding in their work with the YAB.

Program for Entrepreneurial and Agricultural Training (PEAT)

The PEAT program, operated in partnership with Neighborhood Food Solutions (NFS), offers Madison youth the opportunity to learn more about food systems, get hands-on experience at a farm in South Madison, and develop supportive relationships with program facilitators and peers. PEAT participants plant, tend, and harvest crops of produce, and then learn about how to take the products of that work to make healthy meals.

Of the 7 PEAT participants in 2022:

- 86% identified as students of color
- 71% qualified for free or reduced lunch
- 50% reported involvement with the child welfare and/or juvenile justice systems



Financial Literacy Workshops

Common Wealth's free financial literacy workshops offer a flexible, by-request program that tailors our existing curriculum to meet the needs of any group. In 2022, we offered two workshop sessions with the GED Option #2 (GEDO2) program through MMSD in the spring and fall. Our Common Wealth YWD team also began planning conversations with the staff at the School Aged Parenting program (SAPAR) to develop and deliver a workshop unique to their students in early 2023. The length, duration, and topics of these workshops can be specifically designed for the needs of any organization, and we look forward to expanding the reach of these dynamic opportunities.

Looking Ahead...

With the growth and community support we experienced in 2022, Youth Workforce Development hopes to continue growing the reach of our programming and build upon the vital relationships we have already forged. Common Wealth's integration within the community means we are uniquely situated to support youth as they envision and create the future of Madison. Thank you to all the volunteers, City staff, community leaders, partner agencies, and funders for all the support you do to keep these programs moving and operating at the highest level. And most importantly, thank you to the youth and their families for what you bring. You are the future!!!

ADULT WORKFORCE DEVELOPMENT

Overview

In 2022, the effects of COVID-19 had a significant impact on Adult Workforce Development's programming. Due to relieved economic pressure from pandemic relief funding, individuals were less focused on job acquisition and were predominantly coping with the ongoing pressures of the pandemic. In response to a nationwide workforce shortage, individuals with high motivation and limited barriers to finding employment were able to acquire jobs on their own, or with very little assistance. For participants with significant barriers, finding employment remained a challenge, which required our team to explore creative solutions to support them in their job search.

Through structured focus groups, we received feedback from our participants indicating needs for mental health support, housing stability, affordable childcare, transportation assistance, accessible & affordable health care resources, soft skills, and continuing education and training. This evidence allowed us the opportunity to re-think the structure of our programming, expanding beyond job acquisition and the front-end employment process. Throughout 2022, we sought to address barriers interfering with individuals' job retention by providing on-going case management, helping participants build soft skills, and referring individuals to education, training, and mental health support.

Identifying ways to support participants' mental health concerns became the most significant change to our programming in 2022. Due to crisis situations and previous experiences of trauma, many individuals in our program navigate mental illnesses including bipolar disorder, social anxiety, and post-traumatic stress disorder (PTSD); others struggle with general anxiety resulting in time-management challenges and family conflicts. Challenges to overall mental wellness, including mental illness, hinder our participants' abilities to manage stress, navigate family issues, manage their time, communicate effectively, establish priorities, and ultimately find and maintain job opportunities.

Unfortunately, most mental health clinics in the area have extensive waitlists and many providers lack the cultural competency needed to build trusting relationships, exacerbating the stigma many of them already have towards therapeutic interventions. The confluence of these conditions makes it difficult for our participants to find adequate support. Ultimately, many participants required extensive "venting" sessions before they were able to effectively engage with their respective job search, and the lack of adequate supports for them made maintaining employment significantly more difficult. Our Adult Workforce staff became sounding boards for participants to express their concerns, and holding the safe space necessary for participants to decompress was a primary component of our employment support in 2022.

Moving forward, we are implementing wellness assessments, taking into account Adverse Childhood and Community Experiences (ACEs), to determine the degree to which a participant may be coping with the effects of previous trauma. Utilizing a trauma-informed approach we can support participants in seeking out mental health providers in our area who can provide affordable, culturally competent, and accessible mental health services. Additionally, we have developed a career readiness program for our participants—The WorkUp! Academy -- which will address soft skills, time management, conflict resolution, and professional communication. The WorkUp! Academy is set to launch in early 2023.



ADULT WORKFORCE DEVELOPMENT

Highlights

In 2022, we worked with 59 individuals by supporting them with job acquisition and retention, housing navigation, referrals to legal, childcare, and mental health services, clothing vouchers, transportation and food support, and individual goal setting.

We added 16 new direct referrals to local employers, who will fast track the interview process based on our recommendations.

We added 7 new STEP sites to offer placements for our transitional employment program participants.

As mentioned earlier, former and current program participants completed surveys and participated in focus groups, hosted by Jeffrey Lewis of Natural Circles of Support. These sessions provided fruitful feedback for our program, including comments such as:



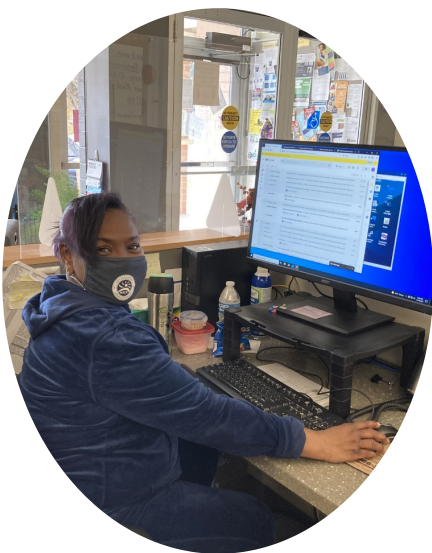
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"Common Wealth is the first place, agency-wise or government-wise, where I haven't felt like they are trying to keep you in the system; they're trying to actually help you better yourself."

"Just having the building in the neighborhood and being noticeable, there's a different level of respect—a lot less trash and a lot less violence."

"Common Wealth helped me get through day-to-day when things looked dark."

”



In 2022, former and current program participants completed surveys and participated in focus groups. The results showed that many individuals need mental health assistance and consistent support systems. While individuals still need help finding employment, this feedback also demonstrated the need for ongoing support and connection to other supplemental services, training, and education for long-term economic stabilization. Another result from this formative evaluation process, was that it became clear that many participants would benefit from enhanced support around the development of “soft skills,” including time management, effective communication, conflict resolution and workplace etiquette, and the hard skill of computer literacy. In response, our AWD staff created a career readiness program, “WorkUp! Academy” The pilot will launch in early 2023.

ADULT WORKFORCE DEVELOPMENT

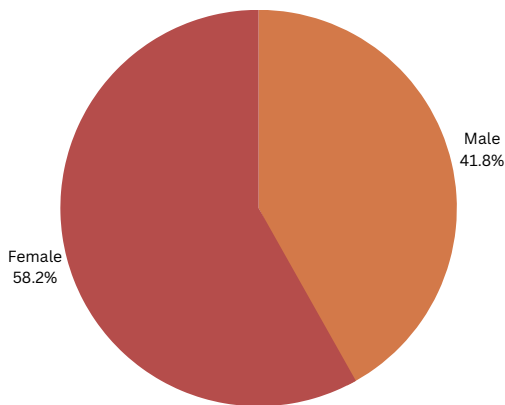
Even though the need for direct employment referrals and assistance with job acquisition declined in 2022, we witnessed how individuals' barriers, lack of access to resources, and struggles with mental health increased and prevented job motivation and retention. Finding employment is only a small part of economic stabilization; equally important is sustaining access to basic needs over the longer term. In 2022, Common Wealth shifted our focus to address the barriers preventing individuals from sustaining employment. Individuals are most likely to remain employed if they have consistent and reliable transportation, stable and quality housing, mental health support, access to childcare and health care services, and access to affordable clothing and food. Moving into 2023, we will track more data around specific barriers and which interventions, programs and/or initiatives are most effective for changing individuals and families' circumstances to increase their mental health, economic vitality, and overall quality of life.

2022 Statistics

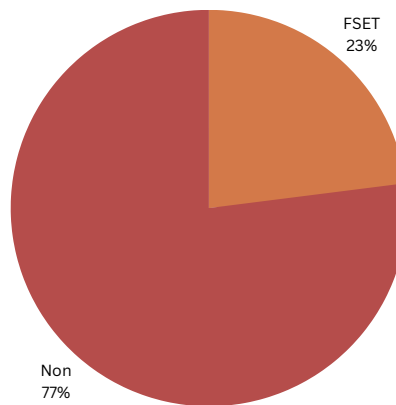
In 2022, we worked with approximately 59 individuals by supporting them with job acquisition and retention, housing navigation, referrals to legal, childcare, and mental health services, clothing vouchers, transportation and food support, and individual goal setting. We implemented a new model to provide direct referrals to local employers. Throughout 2022 we accrued 16 local employers to our network, who will fast track the interview process based on our recommendations, and we more than doubled our STEP sites from 6 to 13 to offer new placements for our transitional employment program participants.

The 5 most significant needs from our program participants in order were employment, transportation support, housing, food assistance, and clothing support.

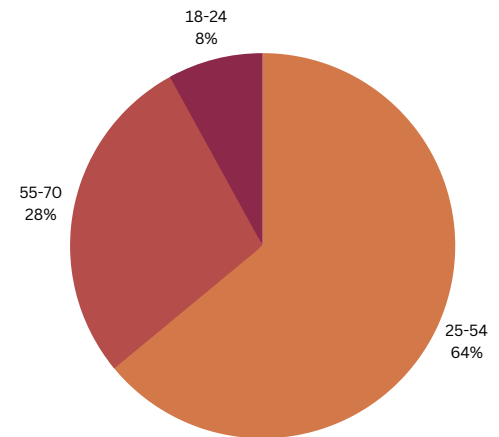
41% of our program participants were male and 57% were female.



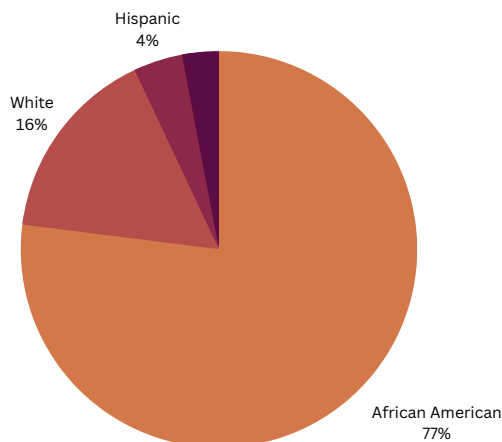
23% were enrolled in FoodShare Employment and Training (FSET).



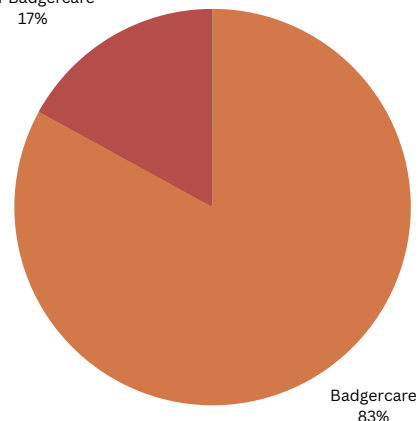
64% were between the ages of 25-54, 28% were ages 55-70, and 8% were between 18-24 years old.



77% were African American, 16% were White, 4% were Hispanic, and 3% were multiracial.



Non-Badgercare 17%



83% had BadgerCare health care.

BUSINESS INCUBATION

Overview

Business Incubation is an essential component to Common Wealth's mission of supporting equitable economic development in Madison. Our two incubator programs, Main Street Industries and the Madison Enterprise Center, offer affordable commercial space to light industrial and manufacturing businesses on the Isthmus, and provide accessible job opportunities for folks with a wide range of educational and professional backgrounds. We also prioritize space for businesses that are owned by women and BIPOC entrepreneurs, who are underrepresented in Madison's entrepreneurial community.



Madison Enterprise Center Tenants:

Fill My Recipe	Lily Forest Design
BWZ Architects	TacoCat Creations
Bare Bones Bagels	Metric Forrest Studio
The Common Kitchen	Colleen Manner Design
Slabs and Planes	The Baked Lab
Aurora Creative	T.L. Luke Art
MicroMyco Growers	Atmospheric Floral
Hinchey Design Co.	Little Farmhouse Peanuts
bernie & zuzu	Yips Snacks

Madison Enterprise Center

The Madison Enterprise Center, our first-stage incubator located at 100 S. Baldwin Street, has provided affordable commercial space for small businesses in Madison since 1987. First stage incubation is ideal for smaller businesses that have been operating for less than 3-4 years and are ready for their first physical space. Potential businesses must have a business plan that includes creating more jobs in the next couple of years. Once a business is accepted into MEC, they are required to "graduate" after 3-5 years of tenancy.

Through our recruitment efforts, we added seven new businesses to the MEC community in 2022: Atmospheric Floral, bernie & zuzu, A Space Studio, T.L. Luke Art, Little Farmhouse Peanuts, Yips Snacks, and Bare Bones Bagels. Two of the new residents, Yips Snacks and Bare Bone Bagels, are currently renovating their suites to begin food production; and The Baked Lab expanded their footprint in the building by moving into a larger suite that provides more space for baking classes and a private office.

We had four businesses leave MEC in 2022: Potter's Crackers, Pikku Takki, Lev Apparel, and The Looking Glass Bakery. We are celebrating Potter's Crackers as they've expanded and moved into their own space, and Lev Apparel, as they relocated under new ownership. Potter's has been the anchor resident in the building since 2010 and will remain a resource for hiring youth and adults from our workforce development programs.

In 2022, we also made some security enhancements to the building.

BUSINESS INCUBATION

Main Street Industries

Main Street Industries (MSI), located at 931 East Main Street, has been our second-stage incubator for over 25 years. Second stage incubation helps small businesses who are ready to find a long-term place to call home. They must have a comprehensive business plan that includes job creation in the near future. Businesses are not required to graduate and typically leave when they outgrow their space and need their own building. In 2022, we added one new business, The Deliciouser, and had two businesses leave: Wm Chocolate and Zap Cables. Building improvements included new fencing and a garage door for the Giant Jones brewing space.

In 2023, we look forward to integrating MSI businesses with local artists to curate unique gallery night events.

Main Street Industries Tenants:

Giant Jones Brewing
Old Sugar Distillery
CraftOptics
MetalPeople
Bali & Soul
Wildwood Productions
The Quince & Apple Co.
Eco-Friendly Flooring
Lotions Limited
Wm. Chocolate
ORIGIN Breads
Steam Instruments
[Bayk] Madison
Pat's Gym
Zap Cables
Atwood Atelier
The Deliciouser
Community Shares of WI



Common Wealth Gallery (Madison Enterprise Center - 3rd Floor)

The Common Wealth Gallery is a community space located at 100 S. Baldwin Street on Madison's near east-side. The 2,000 square foot gallery can accommodate solo and group shows, and we supported 8 local artists and groups of artists throughout the 2022 season.

We partnered with Latinos Organizing for Understanding and Development (LOUD) to present the Dia de Los Muertos exhibit in November. Culminating in a great showing for Gallery Night, the exhibit featured one-on-one conversations with artists and an amazing poetry reading event. Special thanks to Oscar Mireles from LOUD for all of the work in making the event a success.

