



# CRISIS INTERVENTION AND PREVENTION SERVICES

## 2025 REQUEST FOR PROPOSAL (RFP) APPLICATION

### Part 1 – Organization Narrative Form

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

**Deadline: 4:30pm September 22<sup>nd</sup>, 2025**

*Official submission date and time will be based on the time stamp from the CDD Applications' inbox. Late applications will not be accepted.*

The intent of this RFP application is for applicant organizations to have the opportunity to apply for funding towards programs/services under the umbrella of the Crisis Intervention and Prevention (CIP) Service Area in the Community Resources Unit. There are two priority areas in the CIP RFP: *Crisis Intervention Support Services & Prevention Services and Activities*, each of which has two program types. Program types include 24/7 Helpline, Shelter Services, Community-based Individual/Family Support, and Building Community & Stabilization. Organizations can apply for each program type. Please refer to the guidelines for full program type descriptions 1.1.

Priority Areas	Crisis Intervention Support Services	Prevention Services and Activities
Program Types	<u>24/7 Helpline</u> – Organizations who provide gender-based violence crisis assistance via phone, text, online, in person, etc. Programs need to focus on youth and adults experiencing domestic violence, sexual assault, intimate partner violence, and/or human trafficking. Organizations are expected to have established policies and protocols for shelter operations, provide ongoing staff training, and promote practices that support staff well-being and self-care.	<u>Community-Based Individual &amp; Family Support</u> - Organizations who provide trauma-informed, coordinated support that assists individuals and families in meeting short-term basic needs and access services as they recover and work to improve overall personal and family well-being. These services aim to educate, inform, connect, and assist in system navigation.
	<u>Shelter Services</u> - Organizations must operate an existing shelter that serves individuals or households experiencing domestic violence or, in the case of youth, those without safe housing alternatives. Organizations are expected to have established policies and protocols for shelter operations, provide ongoing staff training, and promote practices that support staff well-being and self-care.	<u>Building Community &amp; Stabilization</u> – Organizations who provide community-wide or group-based activities that increase protective factors and reduce the likelihood of crisis, especially for communities disproportionately impacted by poverty and systemic inequity. These services aim to create spaces, educate, inform, and connect individuals to their neighbors and the district they live in.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative**, **Part 2 - Program Narrative(s)**, and **Part 3 - Budget Workbook** will **not** be considered in the evaluation of this proposal.

*Do not attempt to unlock/alter this form. The font should be no less than 11 pt.*

If you need assistance related to the content of the application or are unclear about how to respond to any questions, please contact CDD staff: Nancy Saíz, Community Development Specialist [nsaiz@cityofmadison.com](mailto:nsaiz@cityofmadison.com) or Yolanda Shelton-Morris, Community Resources Manager [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com). We are committed to assisting interested organizations in understanding and working through this application and funding process.

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Nancy Saíz, [nsaiz@cityofmadison.com](mailto:nsaiz@cityofmadison.com).

#### APPLICANT TYPES

Every organization applying for funding must submit an organizational history narrative per program detailing their organization's background, mission, and vision (Questions 1-4 below).

##### Single Applicants

If your organization is applying for multiple programs, each program application must be submitted separately with all the required submission documents (See RFP Guidelines 1.1 Required Information and Content of Proposals).

##### Joint/Multi-agency Applicants

For those choosing to submit a joint/multi-agency proposal, **only** the designated '**LEAD Agency**' is required to:

- 1) Complete and submit responses to questions 5-9 below pertaining to organizational history and mission statement, partnership history, rationale for partner selection, division of roles and responsibilities, anticipated challenges, and any previous collaborations or partnerships.
- 2) Submit the organizations' history partnership narrative per priority area or program type.

## Part 1 - Organization Narrative Form

**\*Note: Please use the grey text boxes when completing this form**

Legal Name of Organization:	Briarpatch Youth Services, Inc.	Total Amount Requested:	\$ 235,000
All program(s) connected to your organization:	Program Name: Runaway & Homeless Youth Applicant Type: Single Agency Application Program Type: 24/7 Helpline List Program Partner(s) (if applicable): N/A	Amount Requested: \$ 40,000	
	Program Name: Briarpatch Youth Shelter Operations Applicant Type: Single Agency Application Program Type: Shelter Services List Program Partner(s) (if applicable): N/A	Amount Requested: \$ 115,000	
	Program Name: Parent Support Program Applicant Type: Single Agency Application	Amount Requested: \$ 30,000	

	Program Type: Community-Based Individual and Family Support Services		
	List Program Partner(s) (if applicable): N/A		
	Program Name: YouthBridge 608 Amount Requested: \$ 50,000 Applicant Type: Single Agency Application Program Type: Building Community & Stabilization: YOUTH List Program Partner(s) (if applicable): N/A		
	<i>If you are applying for more than four programs, please contact Nancy Saíz          nsaiz@cityofmadison.com</i>		
Contact Person for application (Joint Applications - Lead Org):	Jill Pfeiffer, Executive Director	Email: jill.pfeiffer@briarpatch.org	
Organization Address:	2720 Rimrock Road	Telephone:	608.245.2550 x 1215
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if no)	None

**Single and Lead Agency Qualifications:** Complete this section if you are applying as a SINGLE AGENCY or serving as the LEAD AGENCY in a joint/multi-agency application.

- 1. Briefly describe your organization's history, core mission, and experience providing services relevant to this proposal.** If applicable, highlight any work related to crisis intervention, prevention, or serving the proposed population. Please keep your response concise (approximately 1–2 paragraphs).

Briarpatch Youth Services, Inc. is a private, 501©3 non-profit organization that was established in 1971. Each year, the agency serves approximately 2,000 youth who have runaway, are experiencing homelessness, have become involved in the justice system, or face other challenges. The agency's mission is "Strengthening the Lives of Youth and Families." The agency offers a broad array of services to youth and their families including:

- Youth Advocacy Services (Runaway & Homeless Youth Counseling & Help-Line)
- Youth Shelter
- Street Outreach Program
- Connections Advocacy Program
- Comprehensive Community Services (CCS)
- Youth Job Center
- Teens Like Us (LGBTQ+ youth group)

- Parent Support Program
- Youth Restitution Program
- Intensive Supervision Program
- Restorative Justice Program
- Youth Rapid Rehousing

**2. Describe your organization's experience implementing programming aligned with the Crisis Intervention and Prevention RFP Guidelines.** Please include specific examples relevant to the programs proposed in this application. If applicable, list all the current Crisis Intervention and Prevention programs your organization operates, along with their inception dates.

Briarpatch currently operates three CIP-funded programs: a Help-Line for youth established in 1971, a Youth Shelter for runaway and unhoused youth launched in 2015, and a Restorative Justice Program initiated in 1996.

Over the past 54 years, the Briarpatch Runaway & Homeless Youth Program has helped more than 12,000 youth in need. One of Briarpatch's core services, the program serves 150-250 youth and families each year. In fact, Briarpatch is the only agency in Dane County specializing in services to youth who have runaway, are experiencing homeless, or are otherwise at-risk. The program's services are confidential and voluntary.

The Runaway & Homeless Youth Program offers a 24-hour helpline, shelter, counseling, outreach, crisis intervention, and case management assistance. Family conflict, school problems, substance use/abuse, domestic violence, mental health concerns, and homelessness are just some of the concerns presented by youth and their families. The Briarpatch Youth Shelter is the first and only shelter of its kind for unaccompanied homeless youth in Dane County.

Service accessibility is a top priority for the Runaway & Homeless Youth Program. All services are provided at no cost to clients. The program is accessible 24 hours a day, 365 days a year through our help-line (1-800-798-1126). In Dane County, counseling services are available on a walk-in basis from 9am to 8pm, Monday through Friday.

Briarpatch's Parent Support Program (formerly called Project HUGS) provides culturally relevant, community-based case management services that assist and support concerned parents/caregivers to effectively intervene in their youth's substance use by providing them with information, education, skills, care coordination and referrals, advocacy, and personal support. Services provided include assessment, coaching, counseling, case management, advocacy, support, and opportunities for skill development.

Our YouthBridge Support Groups is an initiative designed by Briarpatch Youth Services to provide weekly, inclusive support groups for youth ages 13–17 who are formerly justice-involved and have completed their court obligations, or facing challenges due to social, economic, or familial challenges

These groups will be facilitated by staff members, many with lived experience, trained in Restorative Justice, mindfulness, group facilitation, and youth arts. The agency will offer a safe, welcoming environment for youth to connect, reflect, and grow. The program will be trauma-informed and culturally responsive, ensuring that all participants feel seen and supported.

Each session will include:

- Peer-led discussions on identity, accountability, and future planning
- Mentorship circles for one-on-one and small group guidance
- Skill-building workshops on mindfulness, communication, conflict resolution, and career readiness
- Creative and community engagement projects to foster purpose and belonging

Briarpatch has a long history of offering groups that connect youth with their communities in a positive way. These include the Teens Like Us queer youth group, I Am A Man, Girl FLY, Resortative Justice Circles, and more.

- 3. Describe any significant changes or shifts at your agency in the past two years:** This may include changes in leadership, turnover of management positions, strategic planning efforts, or expansion/loss of funding and/or staff. Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

Briarpatch began a new Comprehensive Community Services (CCS) Program in 2024 with a new federal SAMHSA grant. This program provides counseling and case management to youth with a mental health diagnosis. It affords the agency the ability to provide more in-depth, clinical level services to our clients and youth in the broader community. In addition, Briarpatch joined the City of Madison's Youth Homelessness Demonstration Project as a service provider in 2024. Briarpatch provides rapid-rehousing services to youth experiencing homelessness ages 18 to 24 including rent assistance, life-skills building and case management. This has allowed the agency to provide more comprehensive, wrap-around services to program participants who age out of shelter or foster care services.

No other significant changes have occurred at Briarpatch in the last two years.

- 4. Describe any anticipated changes or shifts at your agency in the next two years.** Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

Briarpatch anticipates losing a federal Street Outreach Program grant at the end of September 2025 because the current administration is no longer offering the funding opportunity. The agency will continue to operate its Street Outreach Program, with reduced staffing. No other significant changes are expected at this time. The agency anticipates no staffing changes that will affect proposed CIP services.

- 5. Describe your organization's required qualifications, education, and training for program staff.**

Include how your organization supports staff in meeting these requirements and any ongoing professional development opportunities offered (e.g., trauma-informed care, Adverse Childhood Experiences [ACEs], culturally responsive services, etc.).

Briarpatch staff has received training in trauma-informed care and harm-reduction and utilizes the principles of these evidenced-based approaches in their work with youth. Training and practice in trauma informed care is based on standards established by SAMHSA's National Center for Trauma-Informed Care. In addition, the agency is a member of the Wisconsin Association of Homeless and Runaway Services (WAHRS). Briarpatch staff has received training in trauma informed care by RHYTTAC and at a WAHRS training conference. Other evidenced based practices used by the agency and referenced herein include Motivational Interviewing, Family Systems Therapy, and the Search Institute's 40 Developmental Assets.

Briarpatch incorporates a Positive Youth Development (PYD) approach in all of its services and strives to strengthen families, prevent family dissolution, promote self-sufficiency, and assure permanent stable homes for youth. Strategies utilized in this approach include mentoring, youth leadership development, opportunities for volunteerism and service learning, and job skill development.

On-going training in core competencies include but are not be limited to: positive youth development; trauma-informed care; evidence-informed interventions; street outreach interventions; understanding the culture of life on the streets; personal safety; ethics and boundaries; community resources for well-being and self-sufficiency; safe and ethical practices; confidentiality; sexual exploitation; harm reduction; human trafficking; intersection of human trafficking, and race and gender inequalities; other forms of violence or victimization; screening and assessment; and case management. Our organization is also a member of YIPA: the Profession Youth Worker, which also additional training opportunities.

To further support our programming, Briarpatch maintains a State of Wisconsin Group Home License to provide temporary shelter to youth, and employs a Licensed Clinical Social Worker who is available for consultation. Briarpatch values the insight and relateability of its staff members with lived experience. Briarpatch values the insight and relateability of its staff members with shared lived experience of our program participants. This expertise, combined with professional and educational expertise, ensures a well rounded and thoughtful approach to our service delivery.

**Joint/Multi-Agency Qualifications:** *Fill out if you are **THE LEAD AGENCY** in the Joint/Multi-Agency Application **ONLY***

**Program name:** N/A

**Program type:** Choose an item.

**List all joint or partner applicants involved in this program and include their website links (for reference to their mission and vision statements)** N/A

- 6. Provide an overview of your organization's partnership history with the collaborating agency or agencies.**  
When and how did the partnership(s) begin, and what collaborative initiatives or projects have you worked on together in the past?  
N/A
- 7. Explain the rationale for partnering with the agency or agencies identified in this application.**  
What unique strengths or resources does each organization contribute, and how do these assets complement one another in achieving the goals of the proposed program?  
N/A
- 8. Describe how roles and responsibilities will be divided between your organization and the collaborating agency or agencies in the proposed program.** How will each partner contribute to program design, implementation, and evaluation?  
N/A

9. **Outline any anticipated challenges or barriers related to the partnership and describe how you plan to address them collaboratively.**

N/A

10. **If applicable, describe any past collaborations your organization has had with agencies providing crisis intervention or prevention services for youth, individuals, or families at risk of or experiencing crisis due to gender-based violence.** What lessons or insights did you gain from those experiences and how will they inform you in your approach to the current partnership?

N/A



## CRISIS INTERVENTION AND PREVENTION SERVICES 2025 REQUEST FOR PROPOSAL (RFP) APPLICATION Part 2 - Program Narrative Form

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

**Deadline: 4:30pm September 22, 2025**

*Official submission date and time will be based on the time stamp from the CDD Applications' inbox. Late applications will not be accepted.*

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Program Narrative Form **MUST be completed for EACH PROGRAM** for which you are asking for funds.

### **JOINT/MULTI-AGENCY APPLICANTS**

Only the designated '**LEAD AGENCY**' is required to submit the Program Narrative form on behalf of each of the identified partners listed in the application.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative, Part 2 - Program Narrative(s), and Part 3 - Budget Workbook** **will not be considered in the evaluation of this proposal.**

**Do not attempt to unlock/alter this form. The front should be no less than 11 pt.**

If you need assistance related to the **content of the application** or are unclear about how to respond to any questions, please contact CDD staff: Nancy Saíz, Community Development Specialist [nsaiz@cityofmadison.com](mailto:nsaiz@cityofmadison.com), or Yolanda Shelton-Morris, Community Resources Manager [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com).

We are committed to assisting interested organizations understand and work through this application and funding process.

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## Part 2 - Program Narrative Form

Program Name:	YouthBridge 608	Total Amount Requested for this Program:	\$ 50,000		
Legal Name of Organization:	Briarpatch Youth Services, Inc.	Total amount Requested for Lead/Single Applicant	\$ 50,000		
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):		Total Amount Requested for Partner 1:	\$		
		Total Amount Requested for Partner 2:	\$		
		Total Amount Requested for Partner 3*:	\$		
Program Contact: Lead Organization Contact	Jill Pfeiffer, Exec Director	Email:	jill.pfeiffer@briarpatch.org	Phone:	608.245.2550
Program Type: Select <b>ONE</b> Program Type for this form.					
<input type="checkbox"/> <b>Crisis Intervention Support Services: 24/7 Helpline</b>  <input type="checkbox"/> <b>Crisis Intervention Support Services: Shelter Services</b>  <input type="checkbox"/> <b>Prevention Services and Activities: Community-Based Individual/Family Support</b>  <input checked="" type="checkbox"/> <b>Prevention Services and Activities: Building Community and Stabilization</b> <input type="checkbox"/> <b>Adults and Families</b> <input checked="" type="checkbox"/> <b>Youth ages 12-18 years old</b>					
<b>PLEASE NOTE:</b> Separate applications are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.					

### 1. PROGRAM OVERVIEW

- A. Need: What specific need(s) in the City of Madison does this program aim to address? Please cite the data or community input used to support your response.

Youth in Dane County navigating complex life circumstances—whether due to justice involvement, poverty, housing instability, trauma, or the absence of positive adult role models— they face steep barriers to long-term success. For those who have completed court-ordered obligations, reentry into the community often lacks the sustained support needed to maintain positive momentum. Meanwhile, youth not involved in the justice system may be on the cusp of similar outcomes without timely, preventative intervention.

Regardless of background, these young people share a critical need: access to consistent, compassionate, engaged adults and safe, affirming spaces where they can build resilience, develop life skills, and envision a future beyond their current challenges.

In Madison and surrounding areas, a significant service gap exists—particularly for community-based, non-clinical support that is youth-centered, culturally responsive, and trauma-informed. This gap leaves many young people without the tools or relationships necessary to thrive.

Wisconsin remains one of the few states where 17-year-olds can be tried as adults, often resulting in lifelong consequences for adolescent decisions (<https://raisetheagewi.org/>). While policy advocates work toward systemic change,

Briarpatch Youth Services is committed to immediate, community-level solutions that prevent justice involvement and reduce recidivism.

- B. Goal Statement: What is the overarching goal of your program in response to the identified need? How does this goal align with the scope, priorities, and desired outcomes described in the RFP guidelines?

The purpose of this program is to foster a safer, more resilient community by empowering individuals through targeted skill development, emotional intelligence training, and informed decision-making. By recognizing and nurturing each participant's unique competencies and qualifications, the program aims to build a culture of trust, accountability, and proactive engagement—ultimately enhancing both personal growth and collective well-being. The program will:

1. Reduce recidivism and prevent first-time justice involvement  
For: Youth with prior or potential justice system contact  
How: By providing consistent, community-based support and mentorship that reinforces accountability, self-worth, and future planning
2. Increase youth engagement in education, employment, or vocational training  
For: Youth disconnected from school or work  
How: Through skill-building workshops, goal-setting activities, and connections to local resources
3. Improve mental health, self-efficacy, and social connectedness  
For: All participants, especially those experiencing trauma, isolation, or identity-based marginalization  
How: By fostering safe, affirming spaces for peer connection, creative expression, and emotional regulation
4. Elevate youth voice and leadership  
For: Youth leaders with lived experience  
How: By involving them in program design, facilitation, and evaluation, and compensating them for their contributions

- C. Program Summary Briefly summarize your proposed program, including the population served, core services or activities, where and how services will be delivered, and key expected outcomes. This should provide a high-level snapshot of the program.

YouthBridge 608 is committed to empowering youth by providing essential services that support their journey of self-discovery and purpose within the community. Through a safe, nurturing environment and meaningful opportunities, we foster growth, resilience, and a sense of belonging. The program aims to achieve:

- Community Safety: Promote awareness, preparedness, and collaboration to reduce risks and enhance public safety.
- Competency and Development: Equip participants with practical skills and knowledge for personal and professional advancement.
- Emotional Intelligence: Cultivate empathy, self-awareness, and interpersonal effectiveness to strengthen relationships and team dynamics.
- Decision Making: Develop critical thinking and ethical reasoning to support sound, confident choices in complex situations.
- Recognizing Skills and Qualifications: Identify and validate individual strengths to align talents with meaningful roles and opportunities.

Program services will accomplish this by fostering community involvement, positive relationships with caring adults, and developing life skills.

## 2. POPULATION SERVED

- A. Proposed Participant Population: Describe the intended service population that will be impacted by this program (e.g., location, ages, race/ethnicities, income ranges, English language proficiency, if applicable etc.) AND how has your org/agency engaged members of this population in designing, informing, developing, implementing the proposed program?

The YouthBridge Program will initially serve youth ages 12-18 in the following neighborhoods: South Madison, BadgerRock, Allied, and Worthington Park. In the Madison neighborhoods where the Briarpatch Restorative Justice Program has operated (anticipated to be similar demographics to this program), recent statistics indicate:

\* It is estimated that 99% of program population identify as low-income

\*68% of clients identify as Black/African American; 18% identify as White/Caucasian; 12% identify as Multi-Racial and 2% identify as other

\* 55% of clients identify as male and 45% identify as female

- B. 2024 Participant Demographics: If your organization has offered similar or related programming in 2024, please provide available demographic data for participants served. This can include data collected through formal programs, pilot efforts, or community-based work—even if it was not funded by the City. If exact numbers are not available, please provide your best estimates and briefly note how the data was gathered (e.g., intake forms, surveys, observations). If you are a new applicant and do not yet have demographic data, please indicate that below.

Program statistics are for the Briarpatch Restorative Justice Program in 2024 in its Madison locations. The Restorative Justice Program uses a similar program design and processes (such as restorative talking circles) to the proposed program, YouthBridge 608.

Race	# of Participants	% of Total Participants
White/Caucasian	5	28
Black/African American	9	50
Asian	0	0
American Indian/Alaskan Native	0	0
Native Hawaiian/Other Pacific Islander	0	0
Multi-Racial	1	6
Balance/Other	3	17
Total:	18	
Ethnicity		
Hispanic or Latino	3	17
Not Hispanic or Latino	15	83
Total:	18	
Gender		
Man	15	83
Woman	3	17
Non-binary/GenderQueer	0	0
Prefer Not to Say	0	0
Total:	18	

Comments (optional):

- C. Language Access, Cultural Relevance: Please describe how the proposed program will serve non-English speaking youth, individuals, and families. Describe how the proposed program builds and sustains adequate access and cultural relevance needs.

Briarpatch has developed a team (the Humanity Committee) that reviewed our strategic plan and priorities through an equity lens and are working to ensure that our policies, practices and culture are aligned with our values. In response we have changed our hiring practices and have increased our hiring and internal promotions to reflect the race, ethnicity, and lived experience to better serve our diverse community. We hold regular training on belonging and support for BIPOC and queer youth communities. Briarpatch employs several staff who are fluent in both English and Spanish. The agency offers all major documents in both English and Spanish. For clients who speak Hmong or other languages, the agency relies on translation/interpretation services. Briarpatch facility and spaces are ADA compliant and designed to be welcoming and comfortable for those accessing services. The agency provides ASL translation and other assistive technology-based solutions to provide ADA accessible services.

D. Recruitment and Engagement Strategy:

a. **Recruitment & Outreach:**

*How does your program plan to recruit and reach members of the identified service population? Please describe any community outreach strategies, partnerships, or referral pathways you will use.*

The YouthBridge 608 program will promote its services through three main strategies: 1) participation in community events, conferences, trainings, and professional groups, 2) Briarpatch direct outreach efforts, 3) media distribution and social media presence. The program staff will regularly attend local and regional training opportunities, participate in several local professional organizations, and attend conferences relative to the services provided. YouthBridge 608 services will also be publicized through the agency's Street Outreach Program, Connections Advocacy Program (MMSD School-Based outreach and case management), and Runaway & Homeless Youth Program. These agency sister programs are in regular contact with area schools and mental health systems and endeavor to promote potential referrals. YouthBridge 608 will also rely on traditional media sources like brochures and flyers, and is including in agency social media publicity efforts. Furthermore, the program is already making connections with area neighborhood resources including the Madison Goodman Library, YMCA, Root2Rise, and UW Odyssey Project (see attached Letters of Support).

b. **Addressing Barriers to Participation:**

*What specific barriers to participation (e.g., transportation, scheduling, language, trust) might the population face, and how does your program plan to address them?*

Transportation and Scheduling: Briarpatch has agency vehicles that allow staff to travel to youth, or bring them to Briarpatch or neighborhood partner locations. We also offer free bus passes and cab rides for participants.

Language: To reduce language barriers, the Briarpatch Youth Shelter utilizes interpreter services as needed, allowing non-English-speaking youth to communicate with staff in their preferred language. In addition, the YAS (Youth Advocacy Services) program has a staff person who is fluent in Spanish.

Trust: Youth may be hesitant to reach out for help due to fear of judgment, concerns about confidentiality, or past negative experiences with adults or systems. YouthBridge 608 will be staffed by trained, trauma-informed professionals who provide nonjudgmental, confidential support focused on building trust and rapport. Staff are trained in active listening, crisis de-escalation, and youth-centered communication, helping to foster trust and encourage continued engagement.

c. **Enrollment & Engagement Approach:**

*Describe how participants will be enrolled and engaged in the program. Include any tools, processes, or approaches you will use that are responsive to the needs and preferences of the population served (e.g., Individual Service Plan (ISP), intake forms, assessment tools, culturally responsive practices).*

Internally, Briarpatch has numerous youth that would benefit from involvement proposed YouthBridge608 services. We will utilize youth engaged and referred through our Restorative Justice services, Teens Like Us, Youth Justice services and our Youth Advocacy program. As an agency we have contact and serve over 2,000 youth, ages 10-24 on an annual basis. We already have an existing, internal process to refer youth that allows for program staff to meet across teams with potential youth clients to discuss program involvement and create a seamless "hand-off" for the new service being offered. A referral form and Management Information System already exists to support this recruitment process. In addition, Program Managers went through an extensive process, May-July, to work with an outside consultant to improve our assessment and feedback protocol. The result of this process has been the creation of pre and post assessment tools, Parent/Youth feedback forms and the creation of a database to manage the data and ensure that we are using it to improve our client services and enhance our ability to report on outcomes.

Externally, with over 50 years of program service delivery, Briarpatch has developed an extensive referral network with MMSD, DCDHS, Community and Neighborhood Centers as well as partnerships with other non-profit organizations that serve youth. Much like our internal process, we have an existing referral process that coordinates and connects youth to our program services. All of our programs consistently do outreach presentations/tabling events to many of these community partners to connect youth to services that are available to support their needs. Specifically, through our current Restorative Justice services we are consistently recruiting youth to participate in our circle-keeper trainings and once their training is complete, their participation in our circle groups conducted at numerous locations throughout the City of Madison. Once the referral or connection with the youth is made, Youth Advocates will meet individual with them to conduct an intake process that reviews program expectations, completion of client and parent permission forms and the creation of a plan of engagement that maps out the next steps and initiates program involvement. If available, parents and guardians are a part of this process. Once the youth is engaged in program activities, weekly ongoing support and updates are communicated to the parents.

As noted, all participants will provide pre and post evaluations/feedback to stay consistent to our commitment to continuous improvement and ensure that services are meeting the needs of our clients. Feedback is crucial to measure success or identify challenges that need to be addressed during a clients program engagement.

### **3. PROGRAM LOCATION, DESCRIPTION, AND STRUCTURE**

- A. Activities: Describe your proposed program activities. Please be sure to specify your program type, i.e. shelter services, workshops, helplines, classes, etc.,).

Program Type: Prevention Services and Activities, Youth ages 12-18.

YouthBridge 608 is a pilot initiative designed by Briarpatch Youth Services to provide weekly, inclusive support groups for youth ages 13–17 who are:

- Formerly justice-involved and have completed their court obligations, or
- Facing challenges due to social, economic, or familial challenges

These groups will be facilitated by staff members, many with lived experience, trained in Restorative Justice, mindfulness, group facilitation, and youth arts. The agency will offer a safe, welcoming environment for youth to connect, reflect, and grow. The program will be trauma-informed and culturally responsive, ensuring that all participants feel seen and supported. The groups will focus on conflict resolution, de-escalation, and non-violent communication skill-building to help youth navigate interpersonal challenges and reduce the risk of violence or involvement in the youth justice system.

Each session will include:

- Peer-led discussions on identity, accountability, and future planning
- Mentorship circles for one-on-one and small group guidance
- Skill-building workshops on mindfulness, communication, conflict resolution, and career readiness
- Creative and community engagement projects to foster purpose and belonging

Youth in Madison navigating complex life circumstances—whether due to justice involvement, poverty, housing instability, trauma, or the absence of positive adult role models—face steep barriers to long-term success. For those who have completed court-ordered obligations, reentry into the community often lacks the sustained, caring support needed to maintain positive momentum. Meanwhile, youth not yet involved in the justice system may be on the cusp of similar outcomes without timely, preventative intervention.

Briarpatch currently hosts programming for youth involved in the justice system through court ordered obligation. Youth still have a choice to participate and show up on Saturdays to be in community. Often

times, they bring friends who cannot serve through current programming, due to confidentiality of group participants or other staff obligations. Time and time again, we have seen a demonstrated need for youth to have a space to process their community and world together.

These groups will utilize the TARGET and BITS strategies. TARGET groups focus on helping clients identify their strengths, hopes, and core values. The TARGET curriculum introduces youth to a seven-step sequence that helps them learn to process and manage their trauma related to stressful situations. These steps are:

- Focus – to reduce anxiety and increase mental alertness
- Recognize – learn to recognize stress triggers
- Emotions – how to identify primary feelings
- Evaluate – evaluating primary thoughts and self-talk
- Define – determining and defining personal goals
- Option – identifying steps towards achievement of goals
- Make a contribution – learning to recognize how selected options reflect core values and helps others

Briarpatch has staff members who are trained to provide the TARGET curriculum. Through our contract with Dane County Department of Human Services, the YouthBridge team also utilizes the Carey Guides and the Brief Intervention Tools (BITS) in their work with all of our clients. The Carey Guides are research-based practices designed to help youth understand the personal and environmental factors underlying their behaviors and to learn the skills needed to make positive changes. There are 14 Carey Guides that specifically address needs as follows: emotional regulation, antisocial thinking, problem solving, anger, antisocial associates, empathy, engaging prosocial others, interpersonal skills, substance abuse, guide to success, prosocial leisure activities, overcoming family challenges, moral reasoning, and involving families. BITS may be used independently or as a supplement to the Carey Guides and offers counselors brief and effective strategies for interventions with youth in six common skill deficit areas. These six areas are decision making, thinking traps, who I spend time with, problem solving, overcoming thinking traps, and overcoming automatic responses. The Carey Guides and the BITS strategies may be used individually with youth or in a group setting.

Briarpatch will employ 1.0FTE Youth advocates to provide the neighborhood-based services described in this grant. Approximately 50 youth will participate in this program annually.

**B. Use of Evidence-Based or Promising Practices:**

Please identify any evidence-based or evidence-informed models, practices, or curricula used, including sources or documentation of their effectiveness. If your program does not use a formal evidence-based model, describe the rationale for your approach and how it aligns with the goals of crisis intervention and prevention.

Briarpatch Youth Services is addressing a critical gap in culturally responsive care for youth, particularly those who identify as BIPOC, queer, or at the intersection of both, by creating affirming, community-rooted spaces that reflect and respect the lived experiences of marginalized young people. In Dane County, youth from these communities are disproportionately impacted by poverty, trauma, and justice system involvement, yet often encounter mental health services that are not reflective of their identities or cultural contexts.

YouthBridge 608 is designed to meet this need by offering trauma-informed, identity-affirming support groups facilitated by staff who are not only trained in cultural humility and restorative practices, but who also bring lived experience and shared identity with the youth they serve. This includes facilitators who identify as BIPOC, ensuring that participants see themselves reflected in leadership and feel safe to express their full selves.

We define culturally responsive mental health care as care that is:

- Rooted in relationship and trust, acknowledging historical and systemic harm
- Adapted to the cultural, racial, and gender identities of youth participants
- Informed by community voices, especially youth leaders with lived experience
- Flexible and non-clinical, allowing for healing through peer connection, creativity, and empowerment

- Embraces Briarpatch values for being in community with one another

Through YouthBridge 608, we are not only providing support; we are co-creating a space where youth can reclaim their narratives, build resilience, and access healing on their own terms.

**Positive Youth Development:** Based on literature published by the Interagency Working Group on Youth Programs, Briarpatch incorporates a Positive Youth Development (PYD) approach in all of its services and strives to strengthen families, prevent family dissolution, promote self-sufficiency, and assure permanent stable homes for youth. Strategies utilized in this approach include mentoring, youth leadership development, opportunities for volunteerism and service learning, and job skill development. The Positive Youth Development Approach (PYD) is an intentional, prosocial approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is constructive and productive. PYD recognizes, utilizes, and enhances young people's strengths and promotes positive outcomes for youth by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths. Briarpatch involves teens and parents in many aspects of its programs including design, operation, and evaluation. Skill development in areas such as effective communication and decision-making are emphasized. Youth are involved with providing services to Briarpatch in the following ways:

- Providing program feedback through evaluations
- Briarpatch has a board seat designated for a youth member, up to age 24.
- Aiding with essential items drives (drives to collect hygiene products, clothes, etc.)
- Providing services as work-study students, interns, and AmeriCorps members

These opportunities promote healthy lifestyles; encourage community engagement; and aid youth in developing the knowledge and skills necessary to make a successful transition to adulthood. Briarpatch utilizes the federal publications *Understanding Youth*; *Promoting Positive Pathways of Growth*; and *Reconnecting Youth and Community* to further aid staff in promoting positive youth development.

**Strength-Based Approach:** Much of the work done by YouthBridge 608 staff focuses on helping families build protective factors, reduce risk factors, and enhance individual strengths. Consistent with these objectives, staff is trained to provide positive messages to families concerning safety and self-care.

**Trauma Informed Care:** Briarpatch incorporates this philosophy into its YouthBridge services by focusing on four trauma-informed principles: 1) Trauma Awareness, 2) Emphasis on Safety, 3) Opportunities to Regain Control, and 4) Strength-based Approach. The agency's Professional Development Committee arranges for the provision of trauma related trainings for all staff. These participatory trainings include discussions of specific strategies and techniques to use when working with youth including: assuming that all youth are trauma survivors; working to identify and understand each youth's emotional triggers; and building supportive relationships with youth. As part of building trust and establishing supportive relationships with families, staff are taught to ask families and youth what they need to feel safe in their relationships and to provide youth with as many opportunities to make their own choices as possible.

The agency utilizes principles of Trauma Adaptive Recovery Group Education and Therapy (TARGET) curriculum to provide gender specific groups to youth with a history of trauma. This 10-12 week long curriculum shall be provided as necessary throughout the calendar year to meet the needs of our clients. The three primary components of TARGET are as follows: 1) education about the biological and behavioral components of post traumatic stress disorder (PTSD); 2) guided development of emotional processing and self-regulation skills; and 3) development of an autobiographical narrative related to the trauma and PTSD.

- C. Program/Service Schedule and Location: Please fill out the charts below to describe the schedule for your proposed program or service, including days and hours that services, classes, workshops, or other activities

will be operating (if your staff operates during varied hours, please give your best overview of when your staff are interacting with clients).

- a. If your program operates at **multiple locations** with the **same schedule**, please list all locations TOGETHER in **TABLE 1** and include the schedule of operation
- b. If your program operates at **multiple locations** with **different schedules**, use **TABLE 2** in addition to table 1 to detail each location's unique schedule
- c. If you are submitting a **JOINT/MULTI-AGENCY** application:
  - i. Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)
  - ii. Use **TABLE 2**, in addition to table 1, if the service is operating at **multiple locations** with **different hours**

**Table 1:**

<b>PROGRAM LOCATION(s):</b>		
<b>Day of the Week</b>	<b>Start Time</b>	<b>End Time</b>
Monday	<b>9:00 AM</b>	<b>5:00 AM</b>
	Service times will vary greatly according to School Year/Summer and availability of participants.	Service times will vary greatly according to School Year/Summer and availability of participants.
Tuesday	<b>9:00 AM</b>	<b>5:00 AM</b>
	Service times will vary greatly according to School Year/Summer and availability of participants.	Service times will vary greatly according to School Year/Summer and availability of participants.
Wednesday	<b>9:00 AM</b>	<b>5:00 PM</b>
	Service times will vary greatly according to School Year/Summer and availability of participants.	Service times will vary greatly according to School Year/Summer and availability of participants.
Thursday	<b>9:00 AM</b>	<b>5:00 PM</b>
	Service times will vary greatly according to School Year/Summer and availability of participants.	Service times will vary greatly according to School Year/Summer and availability of participants.
Friday	<b>9:00 AM</b>	<b>5:00 PM</b>
	Service times will vary greatly according to School Year/Summer and availability of participants.	Service times will vary greatly according to School Year/Summer and availability of participants.
Saturday	Choose an item.	Choose an item.
	Service times will vary greatly according to	Service times will vary greatly according to



	School Year/Summer and availability of participants.	School Year/Summer and availability of participants.
Sunday	Choose an item.	Choose an item.
	Service times will vary greatly according to School Year/Summer and availability of participants.	Service times will vary greatly according to School Year/Summer and availability of participants.

***\*If hours are different than those listed, please use rows below drop-down list***

**Table 2: (Optional/if needed)**

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	Choose an item.	Choose an item.
Tuesday	Choose an item.	Choose an item.
Wednesday	Choose an item.	Choose an item.
Thursday	Choose an item.	Choose an item.
Friday	Choose an item.	Choose an item.
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

***\*If hours are different than those listed, please use rows below drop-down list***

If applicable, please list the third and any subsequent service locations. Include the specific program schedule(s) differences as compared to the programs included in the tables above:

Services may be provided outside of standard business hours to accommodate youth attendance and neighborhood partner needs.

#### **4. ENGAGEMENT COORDINATION AND COLLABORATION**

- A. **Family Engagement:** Describe how your program engaged youth, individuals, and families in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

At Briarpatch Youth Services, youth voice is not just welcomed—it is foundational to how we design, deliver, and evolve our programs. YouthBridge 608 was developed in direct response to feedback from young people who expressed a need for continued support after completing court-ordered programs. From the outset, we have engaged youth—particularly those with lived experience in the justice system—in shaping the structure, content, and tone of the initiative.

A core feature of YouthBridge 608 is our Youth Leadership Cohort, a group of young people who serve as advisors, co-creators, and peer mentors. These youth help select discussion topics, co-facilitate sessions, and

provide ongoing feedback to staff. They are compensated for their time and expertise, reinforcing our belief that lived experience is a form of leadership.

Additionally, we use focus groups, anonymous surveys, and informal check-ins to ensure that programming remains responsive to the evolving needs and identities of our participants. This includes adapting content to reflect the cultural, racial, and gender identities of the youth we serve, and ensuring that facilitators reflect those identities as well.

By centering youth in decision-making, we not only create more relevant and effective programming—we also model the empowerment and agency we hope to cultivate in every participant.

B. Neighborhood/Community Engagement: Describe how your program engaged neighborhood residents or other relevant community stakeholders in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

Each YouthBridge 608 location will have regular check ins with program partners and those interested in sharing input. Pilot efforts will engage South Madison, BadgerRock, Allied Drive, and Worthington Park. These meetings will focus on identifying area needs, concerns, problem solving, and help guide the focus of groups.

C. Collaboration: Please complete the table below and respond to the narrative questions regarding program collaboration with community partners.

**Note:**

- Single applicants **MUST** list all partners/collaborators below and include a letter of commitment/support from the agency partner highlighting the ways in which the agency will support the program.
- Joint Lead applicants **MUST** include the program partners list, their role & responsibilities, contact person, and attach a Memorandum of Understanding MOU.

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
Goodman South Madison Library	Location for group meetings and circles	Ching Wong	Letter of Support
YMCA	Location for group meetings and circles, recruitment and enrollment location	Kristin Fabisch	Letter of Support
Root 2 Rise	Tutoring support, enrollment location	Denise Henson	Letter of Support
UW Odyssey Project	Education support	Emily Auerbach	Letter of Support

List any additional partners, their role & responsibilities, contract person and MOU information (if applicable):

N/A

How do these partnerships enhance this proposal?

These partners enhance the proposal by allowing Briarpatch to provide services directly in the neighborhoods where participants live. This promotes a sense of connection, ownership, and community for participants. The program partners also offer many educational resources to promote life-skills enrichment.

What are the decision-making agreements with each partner?

Not applicable at this time. Briarpatch will work to develop space usage agreements, referral guidelines, and service provision agreements as we implement the program.

- D. Resource Linkage and Coordination: What resources are provided to youth, individuals, and families participants by your proposed program/service? How does the program coordinate and link participants to these resources?

As a whole, during the agency's 54-year history, Briarpatch has held long-term relationships with large system partners to provide services to youth who have runaway, are experiencing homelessness, are involved with the justice system, or otherwise facing challenges. Examples include: Madison Metropolitan School District (MMSD): Schools providing educational services and referrals for program services, including restorative justice services. Wisconsin Department of Children and Families/Dane County Human Services: Youth Justice Services intake & ongoing, Neighborhood Intervention Program, Child Protective Services, foster-care State of Wisconsin Association of Homeless and Runaway Services City of Madison Police Department (MPD), as well as Dane County Sheriff's Department and other law enforcement agencies within local communities: Law enforcement provides referrals for restorative justice services by issuing restorative justice tickets. Dane Restorative Justice Coalition: Briarpatch meets monthly with staff from organizations to coordinate services, share best practices, and develop strategies to address obstacles to service provision. Attendance at these meetings, and ongoing contact with the service providers, many noted in this section, ensures our staff maintain effective working relationships with these agencies and groups in the Coalition and strengthens the continuum of services available to our youth. This continuum of care works collaboratively to collect data, coordinate service delivery, and to provide each other with technical assistance. Youth Justice Supervision Coordination Team: Meets quarterly throughout the year and includes all system partners that provide services to youth justice involved clients throughout the City of Madison and Dane County.

## 5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

- A. Program Outputs – Please tell us how you are measuring your output data such as: Unduplicated Youth, Individuals, Families, Community Events, Program Hours, etc. Please see Guidelines 1.1

The YouthBridge 608 Program will track the following outputs:

- Total attendance at community events, sessions, groups, and/or meetings with individuals.
- Number of events, sessions, groups, and/or meetings with individuals.
- Number of certifications earned per training cohort.
- Number of community-based youth program staff trained to support conflict resolution, deescalation and positive communication skills.
- Number of youth trained to support conflict resolution, de-escalation and positive communication skills.
- Number of trauma-informed and culturally responsive individual, group, or family sessions delivered.
- Number of youth receiving trauma-informed and culturally responsive individual, group, or family sessions.

- B. Program Outcomes

Please describe the data and the data source used to choose your outcome objectives:

The program will track the following outcomes:

- Youth will report an increased sense of trust, connection, and belonging within their communities.
- Youth will report improved social relationships, communication skills, and confidence participating in community activities and events.
- Youth will report overall improvement in well-being and life stability following program participation.
- Percentage of youth who report that the services received met their cultural, linguistic, psychological, and physical needs.

- Youth will report that services were accessible, inclusive, and responsive to their individual identities and lived experiences.
- Youth will report positive experiences with staff, citing culturally responsive, trauma informed, and empathetic service delivery.
- Decrease in incidents of violence or conflict involving participating youth, as measured by self report, law enforcement, and/or school data.
- Increased community stabilization as reported by youth and families (e.g., neighborhood cohesion, connectedness, and mutual support).
- Improved school attendance, engagement and/or academic performance as measured by data available through the Madison Out-of-School Time MIS system

Please complete the table(s) with your selected outcome objectives. Applicants must choose from the measurable outcomes listed in the RFP that correspond to the priority area for which they are applying. Youth-specific programs are **required** to report on the youth outcomes identified in the RFP. In addition to these required outcomes, applicants may propose additional program-specific outcomes they plan to track and evaluate. **Note: Outcome EXAMPLE Objective is not required and is ONLY meant to serve as an example outcome to reference as you complete the other tables**

<b>Outcome EXAMPLE Objective:</b> 75% of clients report services were accessible, inclusive, and responsive to their individual identities and experiences ( this is an EXAMPLE ONLY and is NOT REQUIRED).				
<b>Performance Standard</b>	<b>Targeted Percent</b>	75%	<b>Targeted Number</b>	90 of 120 clients
	<b>Actual Percent</b>	78%	<b>Actual Number</b>	94 out of 120 clients
<b>Measurement Tool(s) and Comments:</b> Client exit survey and open-ended feedback forms				
<b>Methodology:</b> The primary measurement tool was an exit survey that used open-ended and multiple-choice prompts to allow participants to elaborate on their experiences. Surveys were distributed to all program participants at time of exit from services/at the point of program completion, surveys are voluntary and anonymous.				

<b>Outcome Objective #1:</b> 70% of participants will report a decrease in incidents of violence or conflict involving participating youth, as measured by selfreport, law enforcement, and/or school data.				
<b>Performance Standard</b>	<b>Targeted Percent</b>	70%	<b>Targeted Number</b>	35 of 50 participants
	<b>Actual Percent</b>		<b>Actual Number</b>	
<b>Measurement Tool(s) and Comments:</b> Case files				
<b>Methodology:</b> Information will be gathered by self report, law enforcement, and/or school data				

<b>Outcome Objective #2:</b> 70% of participants will report a sense of increased community stabilization (e.g., neighborhood cohesion, connectedness, and mutual support).				
<b>Performance Standard</b>	<b>Targeted Percent</b>	70%	<b>Targeted Number</b>	35 of 50 participants
	<b>Actual Percent</b>		<b>Actual Number</b>	
<b>Measurement Tool(s) and Comments:</b> Program exit surveys				
<b>Methodology:</b> Clients will be asked to provide examples of improvement.				

<b>Outcome Objective #3:</b> 70% of participants will have improved school attendance, engagement and/or academic performance				
<b>Performance Standard</b>	<b>Targeted Percent</b>	70%	<b>Targeted Number</b>	35 of 50
	<b>Actual Percent</b>		<b>Actual Number</b>	
<b>Measurement Tool(s) and Comments:</b> Madison Out-of-School Time MIS				
<b>Methodology:</b> School attendance records.				

*To add additional outcome objectives, please copy and paste the table below as needed.*

- C. Data Tracking: What data tracking systems are in place or will be in place to capture the information needed to document demographics, program activities, outcome measures, and expenses?  
For the YouthBridge 608 Program, each client has detailed case files including service statistics and demographics recorded in the agency's proprietary database. The agency will also participate in the Madison Out-of-School Time MIS system as required. The agency uses Accumatica software to track expenses and has expense tracking policies and procedures in place.

## 6. PROGRAM STAFFING AND RESOURCES:

- A. Program Staffing: Full-Time Equivalent (FTE) – Include employees, with direct program implementation responsibilities. **Please be sure to list all required certifications and training.** FTE = % of 40 hours per week. Use chart below and use one line per individual employee.

Position Title	FTE	Required Certifications and Training	Location(s)
Youth Advocate		1.0 FTE BA or BS or life experience	2720 Rimrock Road

- B. Volunteers: Describe your process for screening, training, and supervising volunteers who will have direct contact with program participants.  
This program will not use volunteers.
- C. Other Program Resources Please list any other program resources or inputs (e.g., program space, transportation, equipment, or other supports) that are necessary for the success of your program. Are these resources currently in place? If not, describe your plan and timeline for securing them.  
Briarpatch's facility houses and 8-Bed shelter for youth, large meeting rooms, counseling rooms, kitchens, art spaces, and recreation facilities for youth and families receiving services. The agency also has five vehicles that can be used to transport participants. Briarpatch currently operates a fully staffed 24/7 call center at 2720 Rimrock Road.

## 7. BUDGET

- A. The budget workbook should be submitted with the proposal using the template provided in an Excel document or as a PDF. There are six tabs within the Excel spreadsheet: Cover Page, Board & Staff Demographics, Revenue, Expenses, Personnel, and Program Summary. **The Cover Page, Program Summary, and relevant Program Budgets must be submitted with this document for a proposal to be complete.**

### Joint/Multi-Agency Applications

- B. The Lead Applicant will be responsible for submitting the Budget Workbook and Budget Narrative(s) alongside all required materials.
- a. The budget template and budget narrative can be found on the [CDD Funding Opportunities Website](#).

## 8. If applicable, please complete the following:

### A. Disclosure of Conflict of Interest

Disclose any potential conflict of interest due to any other clients, contracts, or property interests, e.g. direct connections to other funders, City funders, or potentially funded organizations, or with the City of Madison.  
N/A

### B. Disclosure of Contract Failures, Litigations

Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation.  
N/A

## APPLICATION FOR 2025 CRISIS INTERVENTION AND PREVENTION SERVICES PROGRAMS

## 1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	Briarpatch Youth Services, Inc.
Mailing Address	2720 Rimrock Rd, Fitchburg, WI 53713
Telephone	608-245-2550
FAX	608-245-2551
Director	Jill Pfeiffer
Email Address	jill.pfeiffer@briarpatch.org
Additional Contact	Joseph Bednarowski
Email Address	joseph.bednarowski@briarpatch.org
Legal Status	Private: Non-Profit
Federal EIN:	391391737

## 2. PROPOSED PROGRAMS

Program Name:	2026		If currently City funded	
	Letter	Amount Requested	2025 Allocation	Joint/Multi Application - SELECT Y/N
Runaway & Homeless Youth	A	\$40,000	\$40,000	No
Contact:				
Youth Shelter	B	\$115,000	\$115,000	No
Contact:				
Parent Support Program	C	\$30,000		No
Contact:				
YouthBridge 608	D	\$50,000		No
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$235,000		

## DEFINITION OF ACCOUNT CATEGORIES:

**Personnel:** Amount reported should include salary, taxes and benefits. Salary includes all permanent, hourly and seasonal staff. Taxes/benefits include all payroll taxes, unemployment compensation, health insurance, life insurance, retirement benefits, etc.

**Operating:** Amount reported for operating costs should include all of the following items: insurance, professional fees and audit postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone, training and conferences, food and household supplies, travel, vehicle costs and depreciation, and other operating related cost

**Space:** Amount reported for space costs should include all of the following items: Rent/Utilities/Maintenance: Rental costs for office space; costs of utilities and maintenance for owned or rented space. Mortgage Principal/Interest/Depreciation/Taxes: Costs with owning a building (excluding utilities and maintenance).

**Special Costs:** Assistance to Individuals - subsidies, allowances, vouchers, and other payments provided to clients. Payment to Affiliate Organizations - required payments to a parent organization. Subcontracts - the organization subcontracts for service being purchased by a funder to another agency or individual. Examples: agency subcontracts a specialized counseling service to an individual practitioner; the agency is a fiscal agent for a collaborative project and provides payment to other agency

**3. SIGNATURE PAGE****AFFIRMATIVE ACTION**

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at [cityofmadison.com/civil-rights/contract-compliance](http://cityofmadison.com/civil-rights/contract-compliance).

**CITY OF MADISON CONTRACTS**

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

**INSURANCE**

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management: Commercial General Liability, Automobile Liability, Worker's Compensation, and Professional Liability. The cost of this coverage can be considered in the request for funding.

**4. SIGNATURE**

Enter name:

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above.

DATE

INITIALS:

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**5. BOARD-STAFF DEMOGRAPHICS**

Indicate by number the following characteristics for your agency's current board and staff. Refer to application instructions for definitions. You will receive an "ERROR" until you finish completing the demographic information.

DESCRIPTOR	BOARD		STAFF		MADISON*		
	Number	Percent	Number	Percent	GENERAL Percent	POVERTY Percent	R/POV** Percent
<b>TOTAL</b>	13	100%	52	100%			
<b>GENDER</b>							
MAN	5	38%	18	35%			
WOMAN	8	62%	34	65%			
NON-BINARY/GENDERQUEER	0	0%	0	0%			
PREFER NOT TO SAY		0%	0	0%			
TOTAL GENDER	13	100%	52	100%			
<b>AGE</b>							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	10	77%	48	92%			
60 AND OLDER	3	23%	4	8%			
TOTAL AGE	13	100%	52	100%			
<b>RACE</b>							
WHITE/CAUCASIAN	11	85%	21	40%	80%	67%	16%
BLACK/AFRICAN AMERICAN	2	15%	12	23%	7%	15%	39%
ASIAN	0	0%	1	2%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	1	2%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	0	0%	3	6%	3%	4%	26%
BALANCE/OTHER	0	0%	14	27%	1%	2%	28%
TOTAL RACE	13	100%	52	100%			
<b>ETHNICITY</b>							
HISPANIC OR LATINO		0%	3	6%	7%	9%	26%
NOT HISPANIC OR LATINO	13	100%	49	94%	93%	81%	74%
TOTAL ETHNICITY	13	100%	52	100%			
<b>PERSONS WITH DISABILITIES</b>		0%	4	8%			

\*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES.

AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

\*\*R/POV=Percent of racial group living below the poverty line.

**6. Does the board composition and staff of your agency represent the racial and cultural diversity of the residents you serve? If not, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER)**

Briarpatch Staff is more diverse than the Madison area population at-large and is similarly diverse as its client population. Approximately 60% of Briarpatch staff are people of color and 6% identify as Hispanic/Latinx. Our staff includes many members who identify as part of the queer community. Briarpatch's 13-member Board of Directors includes 2 people of color (we acknowledge the need for growth here), and 2 people who identify as queer. We are working to recruit additional representation from the BIPOC communities in the next board recruitment cycles.

## 7. AGENCY GOVERNING BODY

How many Board meetings were held in 2024

6

How many Board meetings has your governing body or Board of Directors scheduled for 2024?

6

How many Board seats are indicated in your agency by-laws?

20 max

List your current Board of Directors or your agency's governing body.

<b>Name</b>	<b>MIKE NELL, Chair</b>			
Home Address	704 Cricket Lane Madison, WI 53562			
Occupation	Retired - TASC			
Representing	Business Community Representative			
Term of Office		From:	01/2025	To: 12/2026
<b>Name</b>	<b>BERNIE HOES, Vice Chair</b>			
Home Address	3502 Dennett Dr #305 Madison, WI 53714			
Occupation	Occupation: Instructor - English Dept			
Representing	Education Representative			
Term of Office		From:	01/2025	To: 12/2026
<b>Name</b>	<b>PENNY SIMMONS, Secretary</b>			
Home Address	2683 Bruce Parkway McFarland, WI 53558			
Occupation	Occupation: Madison Metro School District Educator			
Representing	Education Representative			
Term of Office		From:	01/2025	To: 12/2026
<b>Name</b>	<b>MISTY ARMSTRONG, Treasurer</b>			
Home Address	16962 W Lilac Ln. Evansville, WI 53536			
Occupation	Occupation: Nonprofit CFO			
Representing	Community Representative			
Term of Office		From:	03/2025	To: 12/2026
<b>Name</b>	<b>ELIZABETH ERICKSON</b>			
Home Address	821 S Shore Dr Madison, WI 53715			
Occupation	Occupation: Attorney			
Representing	Community Representative			
Term of Office		From:	01/2025	To: 12/2026
<b>Name</b>	<b>JESSICA GILLETTE</b>			
Home Address	5010 Black Walnut Dr. McFarland, WI 53558			
Occupation	Occupation: Deferred Prosecution Case Manager			
Representing	Community Representative			
Term of Office		From:	01/2024	To: 12/2025
<b>Name</b>	<b>BEN GONRING</b>			
Home Address	7018 Rockstream Drive Madison, WI 53719			
Occupation	State of Wisconsin Public Defender			
Representing	Youth Justice Representative			
Term of Office		From:	01/2025	To: 12/2026
<b>Name</b>	<b>SARAH MILESTONE</b>			
Home Address	333 West Mifflin St #1058 Madison, WI. 53703			
Occupation	Occupation: Development Director			
Representing	Community Representative			
Term of Office		From:	01/2024	To: 12/2025



AGENCY GOVERNING BODY cont.

<b>Name</b>	<b>JEAN PAPALIA</b>				
Home Address	6308 Hidden Farm Rd McFarland, WI 53558				
Occupation	Retired Police Officer				
Representing	Community Representative				
Term of Office		From:	01/2025	To:	12/2026
<b>Name</b>	<b>JILL PFEIFFER</b>				
Home Address	927 Osheridan St Madison, WI 53715				
Occupation	Executive Director, Briarpatch Youth Services				
Representing	Briarpatch Youth Services				
Term of Office		From:	mm/yyyy	To:	mm/yyyy
<b>Name</b>	<b>LUCIAN "LU" SENATUS</b>				
Home Address	601 Delladonna Way Madison WI 53704				
Occupation	Occupation: Police Officer				
Representing	Law Enforcement Representative				
Term of Office		From:	01/2025	To:	12/2026
<b>Name</b>	<b>VICKI SHAFFER</b>				
Home Address	1834 Jenifer Street Madison, WI 53704				
Occupation	Occupation: Retired Educator				
Representing	Community Representative				
Term of Office		From:	01/2024	To:	12/2025
<b>Name</b>	<b>TOM WARD</b>				
Home Address	749 Baltzell Street Madison, WI 53711				
Occupation	Occupation: VP & Chief of HR				
Representing	Local Business Representative				
Term of Office		From:	01/2024	To:	12/2025
<b>Name</b>					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
<b>Name</b>					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
<b>Name</b>					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
<b>Name</b>					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy

**\*\*Instructions: Complete this workbook in tab order, so the numbers will autofill correctly. Only fill in the yellow cells.**  
**Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.**

Please fill out all expected revenues for the programs you are requesting funding for in this application.  
 All programs not requesting funding in this application, should be combined and entered under NON APP PGMS  
 (last column)

REVENUE SOURCE	AGENCY 2026	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	1,487,579	43,195	139,220	64,303	84,000		1,156,861
UNITED WAY DANE CO	65,724	65,724					
CITY CDD (This Application)	235,000	40,000	115,000	30,000	50,000		
City CDD (Not this Application)	70,000						70,000
OTHER GOVT*	1,024,156	169,231	171,768				683,157
FUNDRAISING DONATIONS**	1,099,024	240,353	183,532		162,813		512,326
USER FEES	350,045						350,045
TOTAL REVENUE	4,331,528	558,503	609,520	94,303	296,813	0	2,772,389

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

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

Enter all expenses for the programs in this application under the PGM A-E columns. Enter the amount you would like the City to pay for with this funding under the CITY SHARE

**\*\*Use whole numbers only, please.**

ACCOUNT CATEGORY	AGENCY 2026	TTL CITY REQUEST	PGM A	CITY SHARE	PGM B	CITY SHARE	PGM C	CITY SHARE	PGM D	CITY SHARE	PGM E	CITY SHARE	NON APP PGMS
<b>A. PERSONNEL</b>													
Salary	2,852,140	170,717	401,109	28,727	447,381	84,409	67,357	21,428	214,613	36,153			1,721,680
Taxes/Benefits	664,919	31,795	84,603	6,059	71,082	13,411	16,894	5,375	41,260	6,950			451,080
<b>Subtotal A.</b>	3,517,059	202,512	485,712	34,786	518,463	97,820	84,251	26,803	255,873	43,103	0	0	2,172,760
<b>B. OTHER OPERATING</b>													
Insurance	66,958	5,304	12,137	869	13,755	2,595	2,103	669	6,954	1,171			32,009
Professional Fees/Audit	127,609	6,000	19,969	1,430	9,525	1,797	1,257	400	14,089	2,373			82,769
Postage/Office & Program	16,359	546	1,467	105	1,375	260	206	66	681	115			12,630
Supplies/Printing/Photocopy	36,930	1,622	2,670	191	5,973	1,127	662	211	552	93			27,073
Equipment/Furnishings/Depr.	83,220	5,515	12,620	904	14,301	2,698	2,186	695	7,231	1,218			46,882
Telephone	41,100	3,043	6,961	499	7,888	1,488	1,207	384	3,988	672			21,056
Training/Conferences	19,550	1,438	3,875	278	4,499	850	353	112	1,168	198			9,655
Food/Household Supplies	20,000	3,773			20,000	3,773							
Travel	13,730	158	556	40	57	11	221	70	221	37			12,675
Vehicle Costs/Depreciation	6,646	499	445	32	2,046	386	110	35	276	46			3,769
Other	293,591	149	341	24	387	73	59	19	195	33			292,609
<b>Subtotal B.</b>	725,693	28,047	61,041	4,372	79,806	15,058	8,364	2,661	35,355	5,956	0	0	541,127
<b>C. SPACE</b>													
Rent/Utilities/Maintenance	44,983	3,563	8,154	584	9,240	1,743	1,412	449	4,672	787			21,505
Mortgage Principal/Interest	0	0											
Depreciation/Taxes	0	0											
<b>Subtotal C.</b>	44,983	3,563	8,154	584	9,240	1,743	1,412	449	4,672	787	0	0	21,505
<b>D. SPECIAL COSTS</b>													
Assistance to Individuals	0	0											
Partner/Joint Agency/Agencies	0	0											
Contractors/Subcontractors	0	0											
Pymt to Affiliate Orgs	0	0											
Other	43,793	878	3,596	258	2,011	379	276	87	913	154			36,997
<b>Subtotal D.</b>	43,793	878	3,596	258	2,011	379	276	87	913	154	0	0	36,997
<b>TOTAL (A.-D.)</b>	4,331,528	235,000	558,503	40,000	609,520	115,000	94,303	30,000	296,813	50,000	0	0	2,772,389

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

Title of Staff Position*	2026 Program A FTE**	2026 Program B FTE**	2026 Program C FTE**	2026 Program D FTE**	2026 Program E FTE**	2026 Total FTE	2026 Annualized Salary	2026 Payroll Taxes and Fringe Benefits	2026 Total Amount	2026 Hourly Wage***	2026 Amount Requested from the City of Madison
Executive Director	0.10	0.10	0.05	0.05		0.30	121,920	37,929	159,849	58.62	2,602
Program Director	0.35	0.35	0.05	0.35		1.10	93,912	30,292	124,204	45.15	7,412
Development & IT Director	0.05	0.05	0.05	0.05		0.20	86,486	16,963	103,449	41.58	1,122
Director of Finance	0.05	0.05	0.05	0.05		0.20	83,470	24,311	107,781	40.13	1,169
Program Manager	2.00	1.00	0.90	1.00		4.90	303,068	54,920	357,988	29.74	68,074
Youth Advocates	3.50	5.25		2.00		10.75	535,882	90,079	625,961	23.97	119,031
Maintenance & Cleaning	0.13	0.13	0.04	0.04		0.34	65,312	31,047	96,359	31.40	1,777
Late Night On Call Worker	0.38					0.38	17,000	1,500	18,500	21.51	1,325
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
<b>SUBTOTAL/TOTAL:</b>	6.56	6.93	1.14	3.54	0.00	18.17	1307050.00	287041.00	1594091.00	292.10	202512.00

**CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS**

\*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

\*\*Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE

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

	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	2025  Amount Requested from the City of Madison
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	6.56	6.93	1.14	3.54	0.00	18.17	1307050.00	287041.00	1594091.00	292.10	202512.00

\*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

**\*\*Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE**



## Program Summary

This tab should be completely filled in by your previous answers.

Pgm Letter	Program Name	Program Expenses	2026 City Request
A	Runaway & Homeless Youth	PERSONNEL	34,786
		OTHER OPERATING	4,372
		SPACE	584
		SPECIAL COSTS	258
		TOTAL	40,000
B	Youth Shelter	PERSONNEL	97,820
		OTHER OPERATING	15,058
		SPACE	1,743
		SPECIAL COSTS	379
		TOTAL	115,000
C	Parent Support Program	PERSONNEL	26,803
		OTHER OPERATING	2,661
		SPACE	449
		SPECIAL COSTS	87
		TOTAL	30,000
D	YouthBridge 608	PERSONNEL	43,103
		OTHER OPERATING	5,956
		SPACE	787
		SPECIAL COSTS	154
		TOTAL	50,000
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			235,000