



CRISIS INTERVENTION AND PREVENTION SERVICES

2025 REQUEST FOR PROPOSAL (RFP) APPLICATION

Part 1 – Organization Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30pm September 22nd, 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 & 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 & 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 or Yolanda Shelton-Morris, Community Resources Manager 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.

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 Applicant Type: Single Agency Application Program Type: Building Community & Stabilization: YOUTH List Program Partner(s) (if applicable): N/A Amount Requested: \$ 50,000		
	<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.

- 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

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.

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.**

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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:	Youth Shelter Operations	Total Amount Requested for this Program:	\$ 115,000		
Legal Name of Organization:	Briarpatch Youth Services, Inc.	Total amount Requested for Lead/Single Applicant	\$ 115,000		
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 ONE Program Type for this form.					
<input type="checkbox"/> Crisis Intervention Support Services: 24/7 Helpline <input checked="" type="checkbox"/> Crisis Intervention Support Services: Shelter Services <input type="checkbox"/> Prevention Services and Activities: Community-Based Individual/Family Support <input type="checkbox"/> Prevention Services and Activities: Building Community and Stabilization <div style="margin-left: 20px;"> <input type="checkbox"/> Adults and Families <input type="checkbox"/> Youth ages 12-18 years old </div>					
<p>PLEASE NOTE: 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.</p>					

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.

YAS = Youth Advocacy Services (24 Help-Line, Support, Information, Referral)

SOP = Street Outreach Program (Immediate Needs, Brief Support, Connection, Referral)

RHY = Runaway & Homeless Youth (Youth who have runaway, are experiencing homelessness, or otherwise facing challenges)

Organizations in Dane County that serve youth and families are consistently reporting an increase in homelessness. This includes older teens forced out of their homes; teens who have chosen to leave home for various reasons; and families left homeless as a result of job loss, divorce, inability to rent due to criminal background, and/or domestic violence. During the 2023-2024 school year, the Madison Metropolitan School District reported serving 1,369 homeless youth. These homeless youth may be part of a homeless family or may be unaccompanied youth kicked out of home by their families due to gender identity, sexual orientation, or for other reasons. Unaccompanied homeless youth may also be youth who left home due to abuse or neglect. This 1,369 youth does not include runaway youth or youth not identified as homeless by a school. In addition, 16% of high school students completing the

2020 Dane County Youth Assessment indicated that they had run away from home, been homeless, or had been kicked out. According to the City of Madison Office of Community Services and the Dane County Homeless Services Consortium, the January 2022 Point in Time survey included 211 youth under 18 years. This represented 30% of the homeless population sampled on that night. The Point in Time count is the number of homeless individuals that are locatable by service providers on a single night; this number represents only a fraction of the total homeless population.

- 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 primary goals of the program will be:

- To increase young people's access to safe and stable housing
- To increase young people's connections to school and employment
- To enhance social and emotional well-being and self-sufficiency
- And to help youth build permanent connections with families, communities, schools and other positive social networks.

The program will:

- Provide a safe and secure physical space for youth without access to safe housing alternatives.
- Maintain clearly defined policies and protocols to guide shelter operations and ensure consistent, high-quality service delivery.
- Offer ongoing training for shelter staff to enhance their capacity to provide trauma-informed, culturally responsive, and client-centered support.

- 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.

The Youth Shelter Program provides services using trauma-informed care, positive youth development, harm-reduction, and evidence-based approaches. The primary goals of the Youth Shelter Program are to increase young people's access to safe and stable housing, increase young people's connections to school and employment, enhance social and emotional well-being, promote self-sufficiency, and to help youth build permanent connections with families, communities, schools and other positive social networks.

The Youth Shelter Program provides an emergency shelter, screening and assessment, support, coordinated case management, follow-up, a continuum of service linkages, and family reunification whenever possible. The Briarpatch Youth Shelter program supplements a 24-hr help-line, individual and family support, aftercare, and associated services. Services are voluntary, confidential, and provided at no cost to clients.

Activities to be provided include, but are not limited to:

- Outreach
- Screening
- Intake & Assessment
- Individual and Family Support
- Connection with the Education System
- Case Management
- Temporary Shelter for up to 28 days at a time (up to 3 times per year)
- Referral to relevant resources and care providers
- Follow-Up Care/Aftercare

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?

Briarpatch Youth Shelter provides year-round 24/7 temporary shelter for unaccompanied/runaway youth, youth experiencing homelessness, and/or youth at risk of separation from their families. We serve youth ages 12-17 and use a trauma-informed approach to offer shelter and connect clients to housing, education, employment, case management, community resources, and assessment services.

The Briarpatch Youth Shelter will serve approximately 50-100 youth who have runaway or are experiencing homelessness under the age of 18, who have left home without the permission of their parents or guardian; have been forced to leave home; cannot live safely with a parent, legal guardian, or relative; have no other safe living arrangement; or other homeless youth who might otherwise end up in contact with law enforcement or child welfare, mental health, or juvenile justice systems during the project. Our shelter is an 8-bed facility for runaway and homeless youth that can provide shelter for up to 28 consecutive days (maximum of three 28-day stays a year).

In Wisconsin, over 26,000 youth are reported as runaways each year, or youth who have left home. Briarpatch is applying for City of Madison funding for our Youth Shelter Program to provide services to youth who have runaway, are homeless, or facing other housing challenges.. Our Briarpatch Youth Shelter is be the only service of its kind in southern Wisconsin. In past years, approximately 60% of participants identified as BIPOC, and 60%-80% are low-income based on free/reduced lunch program participation.

Briarpatch's Youth Shelter deeply values and prioritizes the voices of young people with lived experience of homelessness, housing instability, or system involvement. Their perspectives are integral to the design, delivery, and ongoing development of our programs.

We reflect these perspectives in several ways:

- **Staff with Lived Experience:** We actively recruit and support staff who have firsthand experience with homelessness or youth services, ensuring their insights guide daily interactions and broader program development.
- **Participant-Centered Planning:** Our case management process is collaborative, emphasizing individual voice, choice, and autonomy in goal setting and service navigation.
- **Young adult with lived experience representation** on our Shelter Advisory Committee, which meets quarterly to offer advice and insights.

To encourage ongoing feedback, we offer multiple channels that are accessible and youth-friendly:

- **Anonymous Feedback Forms:** Available on-site with regular prompts encouraging completion.
- **Exit Surveys and Follow-Up Calls:** We collect feedback when youth leave the program, and where possible, follow up to understand their longer-term outcomes and reflections.

- 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.

Race	# of Participants	% of Total Participants
White/Caucasian	9	21.5
Black/African American	20	48
Asian	0	0
American Indian/Alaskan Native	1	2
Native Hawaiian/Other Pacific Islander	0	0
Multi-Racial	9	21.5
Balance/Other	3	7
Total:	42	
Ethnicity		
Hispanic or Latino	3	7
Not Hispanic or Latino	39	93
Total:	42	
Gender		
Man	23	55
Woman	16	38

Non-binary/GenderQueer	3	7
Prefer Not to Say	0	0
Total:	42	

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.

In addition, Briarpatch uses ADA adaptive systems to provide services when needed, including ASL translation and other assistive technologies. Briarpatch's office is ADA compliant.

- 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.

Our plan focuses on connecting with youth under the age of 18, who have left home without the permission of their parents or guardian; have been forced to leave home; cannot live safely with a parent, legal guardian, or relative; have no other safe living arrangement; or other homeless youth who might otherwise end up in contact with law enforcement or child welfare, mental health, or juvenile justice systems in those locations where they are most likely to be found. All shelter admissions are voluntary. Our outreach effort includes finding youth who might not otherwise access services due to lack of awareness or avoidance and providing these youth with information about services and how these services might benefit the youth. Our Street Outreach activities may be coordinated with community partners who provide services to people experiencing homelessness.

- b. Targeted outreach locations include: local middle schools and high schools, neighborhood and youth centers, the University of Wisconsin-Madison Campus area, downtown Madison, the State Capitol area, bus transfer points, parks, and shopping malls. Street-based outreach is performed primarily by SOP staff, whereas outreach at community events, schools, and other youth serving agencies may be performed by either YAS or SOP staff. SOP staff endeavor to connect youth with YAS services whenever it is appropriate and possible. Outreach services are coordinated with other agencies serving youth including schools, community centers, culturally specific organizations (such as Centro Hispano, LaSup, and United Refugee Services) and other non-profits. In addition, Briarpatch is a participating agency with the National Runaway Safeline. Outreach services provided are continual, intense and face-to-face, and encourage appropriate use of services.
- c. Briarpatch SOP staff has established a regular schedule of visits to the majority of the aforementioned locations and has weekly time at The Beacon. On a limited basis, on-site individual consultation is offered to youth at their school as a way to engage with youth who may need services provided by our YAS and/or SOP. School staff report that youth are often more willing to talk with a Briarpatch staff member than with a school employee. Our SOP staff provides 2,000 –

2,500 hours per year conducting street-based and site-based outreach and approximately 1,500 hours per year conducting assessments and providing intensive case management services.

- d. YAS and SOP staff use various strategies to educate the public about YAS services and the potential benefits of these services through both electronic means and distribution of written materials. These strategies include: information/postings on the Briarpatch website; postings on social media sites on our Facebook page, X, and Instagram profiles; posting program information and scheduled visit times at all the site-based outreach locations; posting program information at other locations providing services to youth; and providing information to local media outlets for public service announcements regarding YAS services. YAS and SOP staff meet monthly to review their outreach efforts and make adjustments to outreach locations to connect with RHY.
- e. Contacting Youth Facing Housing Instability Through Street-Based Outreach: All public outreach and awareness efforts inform the community about Briarpatch YAS services.
- f. Trained staff and volunteers visit locations in the community where youth congregate. RHY ages 17 and younger are engaged by developing trust with them over time and by offering them the services they indicate they are most in need of. These services typically include emergency shelter, food, transportation assistance, and providing warm clothing during winter months. In addition, youth are provided with information related to preventing HIV, STDs, and sexual exploitation.
- g. Education and Awareness Strategy:
- h. Social Media: To make full use of changing technology, Briarpatch is increasingly relying on text messaging, social media, and email to remain in contact with clients and their families. Youth today inherently prefer electronic communication to traditional voice telephone contacts. In addition, social media profiles and email addresses can travel with youth and their families regardless of their location and/or what devices they are currently using. Consequently, Briarpatch utilizes Facebook, X, YouTube, and Instagram to connect with youth and the community. We use these platforms to inform youth about community events, opportunities, and service provision including, job fairs, free-clinics, specific outreach locations and times, opportunities to receive gateway supplies, educational opportunities, events to connect with other youth and make positive connections with adults, shelter availability, and more.

i. **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?

Youth in crisis often face multiple barriers that can prevent them from accessing help, including lack of transportation, limited availability during traditional service hours, language differences, and mistrust of formal systems or adults due to past trauma. The Briarpatch Youth Shelter is specifically designed to overcome these barriers and ensure that all youth—regardless of their circumstances—have access to immediate, confidential support.

Transportation and Scheduling: Because the Briarpatch's Help-Line is phone-based and available 24/7, youth do not need to travel anywhere or wait for an appointment to get assistance. This eliminates transportation and scheduling as barriers, making the service accessible at any time of day or night, including weekends and holidays—when many other services are unavailable but crises are most likely to occur. Moreover, Briarpatch has agency vehicles that allow staff to travel to youth, or bring them to Briarpatch. 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 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. The Briarpatch Youth Shelter is staffed by trained, trauma-informed professionals who provide nonjudgmental, confidential support focused on building trust and rapport. Callers are not required to give their name or any identifying information, which helps create a safe space for open communication. Staff are trained in active listening, crisis de-escalation, and youth-centered communication, helping to foster trust and encourage continued engagement.

j. **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).

Screening: Briarpatch staff performs an initial screening of all clients seeking shelter services. These screenings may be conducted at our offices or with outreach workers who work offsite. In order to reduce barriers to accessing shelter services, the screening process is intentionally designed to be brief. Screening questions are focused on eligibility for shelter services and identifying each youth's immediate needs. Immediate needs may include food, clothing, and shelter; current physical health status and need for medical care; safety concerns; issues of abuse and/or neglect; connection to family; current behavioral health status; and risk factors for sex trafficking, labor trafficking, and/or sexual assault. Based on each youth's responses to these questions, youth are referred to our shelter or to a service provider(s) that is best equipped to meet their unique immediate and individual needs. With more than 54 years of experience in screening and assessing youth, Briarpatch has found it works best to use standardized screening and assessments tools during the assessment process rather than during the initial screening process. Immediate and basic needs are addressed first, including the need for food, clothing, shelter, whether the youth is being trafficked, and referral medical care. These services are provided by the shelter with the exception of medical care which is provided by local community health clinics and/or hospitals. Additionally, we partner closely with Project Respect if trafficking has been identified.

Any problems identified during the screening process, that are beyond the ability of shelter staff to meet effectively, are addressed by making referrals to other agencies in the community. This may include referrals for substance abuse and mental health treatment services; referrals for long-term family counseling; and referrals for services to help divert youth from gang activity. The screening and assessment process may also determine that a youth is not in need of shelter or other Briarpatch services and can safely return to their family. The screening also seeks to identify any presenting protective factors, such as supportive family members, helpful teachers/mentors, or positive social engagements.

Assessment: Upon completion of the screening process, and after each youth's immediate needs are addressed, shelter staff conduct a comprehensive assessment of each youth entering shelter services. Briarpatch has developed a psycho-social assessment tool that is used by shelter staff to assess each youth's individual needs and strengths; to identify the unique needs of youth; and to help determine service prioritization. This assessment tool was developed based on the following:

knowledge gained from over 50 years of experience serving runaway and homeless youth; a review of the literature related to effective assessment tools; and the many years of experience of Briarpatch in assessing the needs of youth. In addition, this assessment tool takes into account the unique needs of subpopulations of runaway and homeless youth including youth who are pregnant or parenting; youth running away from foster care; sexually exploited or trafficked youth; youth in need of substance abuse or mental health services; and youth who self-identify as queer. The Briarpatch Psycho-Social Assessment tool seeks information from youth in the following areas: immediate needs not previously identified; current housing status; physical health including medical and dental needs; behavioral and mental health history; substance use/abuse; history of neglect or of emotional/physical/sexual abuse; family history including quality of relationships and current connections to family members; legal history including current involvement in the youth justice system and any unique needs related to same; educational history; work history; individual strengths; risk and protective factors; history of running away from home, foster care, or other placements; history of foster care or other out-of-home placements; history of homelessness; sexual orientation and gender identity; sexual activity history; history of pregnancy/parenting; history of and risk factors for sexual exploitation and/or trafficking, and identification of resources needed to support long-term success. This assessment also includes administration of an evidence-based Adverse Childhood Experiences (ACE) screening tool and administration of the Global Appraiser of Individual Needs – Short Screener (GAIN-SS). The GAIN-SS is an evidence-based survey that identifies the need for further assessment of mental health, substance use, and anger management.

Assessments are conducted in a private setting that ensures confidentiality. Information gathered during the screening and assessment process helps determine if shelter services are the best fit to meet each youth's individual needs. This information is also used to help each youth develop an individual service plan. Individual service plans contain goals and objectives that are used to help youth focus on task completion towards meeting their individual needs. These goals and objectives also serve as a tool to measure each youth's progress or need for added support.

Reuniting youth with their families is preferred whenever it is safe to do so and when both the youth and family agree to the reunification. In those situations where this is not immediately possible, 12-17 year olds may enter the Briarpatch Youth Shelter and 18-21 year olds are referred to shelter services provided by one of our partner agencies/ internal housing support staff. In both of these situations, Briarpatch staff will help youth identify options for safe stable housing.

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: Crisis Intervention - Shelter Services for youth. Access to emergency shelter for youth ages 12-17 is provided 365 days a year, 24 hours per day, at Briarpatch's state licensed eight-bed group home (group home is the state licensing designation). The Briarpatch Youth Shelter will provide youth with shelter or safe housing for up to 28 days along with individual, family, and group support as needed. Shelter staff contacts parents or guardians within 72 hours of a youth's entry into shelter.

Description of Shelter: The emergency shelter is a congregate care facility consisting of four bedrooms with two beds in each. A great room/common area consists of a large open area containing a living room, dining area, and a full kitchen. There are two private restrooms with showers and a separate laundry room. A staff office is adjacent to the great room. The great room contains a television with cable TV and video game consoles. The shelter also has a private outside covered patio area with a picnic table, grill, access to a basketball hoop, foosball table, air hockey table, and ping-pong table. No other types of shelter are provided in the facility; the shelter does not serve youth/young adults 18 and older. To eliminate potential barriers to shelter access, transportation assistance to the shelter is provided to youth as needed.

24-hour Help-Line: The YAS has a 24-hour help-line (800-798-1126) that is operated by paid staff and trained interns. The help-line is the entry point for shelter inquiries. YAS staff members conduct an initial screening of all youth in order to identify each youth's immediate needs, including the need for emergency shelter and/or for safe and stable housing.

Services for Trafficked Youth: For those youth identified as victims of sex trafficking, additional services are offered immediately including individual consultation provided by Briarpatch staff and referral for medical care as needed. In addition, child protective services and law enforcement may be contacted depending on the circumstances of the case with consideration given to each youth's safety, mandatory child abuse reporting requirements, and the wishes of each individual youth. Finally, locating safe housing for these youth will be a priority. If appropriate, the YAS and shelter staff will work to reunite families and locate appropriate alternative placements.

Transportation Services: To lower barriers to entry, transportation services are offered by Briarpatch through bus tickets, cab rides, and transport by agency staff in agency owned vehicles. These services are available to youth accessing Briarpatch shelter services and also to youth accessing the service linkage organizations identified in this application.

Laundry Services: All youth will have their belongings heat treated for bed bugs before admission to shelter. Washable items will also be washed. Laundry facilities are located at two locations in the shelter building to provide services as needed.

Meals: Healthy meals are offered at least three times daily by shelter staff. Staff encourage youth to participate in meal preparation. Youth are given a lunch option to take to school. Healthy snacks are also available upon request.

Hygiene Supplies: All clients are offered hygiene supplies before admission including dental supplies, deodorant, soap and shampoo, feminine products, hair products (with access to a wide variety), etc. Supplies are made readily available and some special supplies can be purchased.

Linens: Fresh linens are provided to all clients upon admission and as needed during their stay.

The program will:

- Conduct a needs assessment for each client.

- Follow Homeless Services Consortium (HSC) Written Standards when applicable.
- Have staff trained in trauma-informed care, harm reduction, motivational interviewing, identifying sex trafficking, and engaging in a person-centered approach.
- Provide temporary shelter for unaccompanied, youth who have runaway, youth experiencing homelessness, and/or youth at-risk of separation from their family ages 12-17, 24 hours a day/365 nights per year.
- Provide trauma-informed care to youth using emergency shelter services.
- Provide Case Management to youth using emergency shelter and referrals to community services.
- Provide plans for clients to return home (if safe to do so), or obtain safe, stable housing if returning home is not an option.
- Provide additional, trauma-informed services including but not limited to individual consultation, group sessions, and family support as appropriate.
- Provide skill building opportunities including finding and retaining employment, effective interpersonal communication, conflict resolution, and basic financial skills.
- Support clients enrolled in school to maintain attendance and schoolwork.
- Support clients not currently in school with developing an educational, vocational, and/or employment plan.
- Provide clients with clothing and personal care supplies as necessary.
- Provide clients with opportunities for regular, social, and/or recreational activities.
- Provide case management and other services to clients who have left shelter but would like to continue with support programming.
- Collaborate with Dane County contract manager and other Dane County departments that may interact or serve people experiencing homelessness to assist with resource connections with the population.

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.

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. Shelter staff works with youth to help them learn positive alternatives to running away, becoming involved with drug/alcohol use, or becoming involved in illegal behaviors. Prevention and intervention strategies are utilized to help youth avoid teenage pregnancy, exposure to STI/HIV, and sexual exploitation. Shelter staff works to develop trusting relationships with youth which provides workers with an opportunity to help youth make healthy choices for themselves including: finding safe shelter, seeking assistance for alcohol and other drug abuse (AODA) and mental health problems, and seeking medical/dental care as necessary (with parental consent). Much of the individual and group support provided to Shelter participants focuses on helping youth build protective factors, reduce risk factors, and enhance individual strengths. Consistent with these objectives, staff is trained to provide positive messages to youth concerning safety and self-care. Briarpatch Shelter staff works to foster relationships between at-risk youth and caring adults and between at-risk youth and positive peer group role models who are available to mentor and guide these youth. 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 FYSB (Family Youth and Services Bureau) 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: By focusing on a youth's strengths, we are better able to address the social emotional well-being of youth by encouraging their positive attributes, building a sense of accomplishment and confidence, and helping them recognize their own problem-solving skills, positive attributes, and uniqueness.

Trauma Informed Care: According to Shelter from the Storm: Trauma Informed Care in Homelessness Services Settings, "Trauma informed care is a strengths-based framework that is grounded in an understanding of and responsiveness to the impact of trauma; that emphasizes physical, psychological, and emotional safety for both providers and survivors; and that creates opportunities for survivors to rebuild a sense of control and empowerment."

Briarpatch incorporates this philosophy into its Shelter 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 and volunteers. 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 youth, staff and volunteers are taught to ask 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. When shelter staff needs additional support or guidance for their most difficult cases, shelter supervisory staff and other agency staff with clinical counseling/social work backgrounds are available to provide support. Emphasizing safety, Briarpatch has established safety protocols to address emotional and physical safety for both staff and clients. During consultation sessions, shelter staff encourage youth (and families, when applicable) to identify opportunities to regain control of their lives by making safe and healthy choices that will promote their long-term well-being. Shelter staff receives training on the principles of harm reduction and are taught intervention strategies that are consistent with this philosophy. Harm reduction strategies seek to reduce the negative consequences of unhealthy behaviors such as substance abuse by meeting clients "where they are at" to address both the consequences of their behavior and options for making healthier choices. When addressing alcohol/drug abuse, these strategies include: acknowledging the reality of alcohol/drug use; providing youth with education about alcohol/drug abuse; teaching youth how to identify alcohol/drug problems; and providing information about how to get help for these problems. By using these strategies, rather than a zero-tolerance approach, shelter advocates are more likely to develop a trusting relationship with youth which is often the first step to getting youth into safe housing. As indicated previously, youth in need of treatment for substance abuse or dependence will be referred to a community-based agency that specializes in providing this service. Case managers will meet with shelter clients at least daily immediately following intake. Depending on the service plan developed and need, case managers will then meet at least weekly. Upon discharge from the program, clients will receive follow-ups at 30 and 90 days.

- 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).
- 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:
- Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)
 - Use **TABLE 2**, in addition to table 1, if the service is operating at **multiple locations** with **different hours**

Table 1:

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	12:00 AM	12:00 AM
	Briarpatch Shelter is open and staffed 24/7/365	Briarpatch Shelter is open and staffed 24/7/365
Tuesday	12:00 AM	12:00 AM
	Briarpatch Shelter is open and staffed 24/7/365	Briarpatch Shelter is open and staffed 24/7/365
Wednesday	12:00 AM	12:00 AM
	Briarpatch Shelter is open and staffed 24/7/365	Briarpatch Shelter is open and staffed 24/7/365
Thursday	12:00 AM	12:00 AM
	Briarpatch Shelter is open and staffed 24/7/365	Briarpatch Shelter is open and staffed 24/7/365
Friday	12:00 AM	12:00 AM
	Briarpatch Shelter is open and staffed 24/7/365	Briarpatch Shelter is open and staffed 24/7/365
Saturday	12:00 AM	12:00 AM
	Briarpatch Shelter is open and staffed 24/7/365	Briarpatch Shelter is open and staffed 24/7/365
Sunday	12:00 AM	12:00 AM
	Briarpatch Shelter is open and staffed 24/7/365	Briarpatch Shelter is open and staffed 24/7/365

****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:

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.

Briarpatch places a high value on youth input and participant feedback. Participants admitted to the Shelter Program receive 30, 60, and 90-day follow up calls by paid staff. These calls are critical in assessing program effectiveness and determining if client needs have been met. Participant satisfaction surveys are used to solicit feedback for program evaluation and planning purposes. A whole family approach involving families in counseling and case management is used whenever possible.

- 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.

Briarpatch is a regular participant in the Dane County Homeless Services Consortium which allows us to coordinate and engage with other area service providers. In addition our staff is in regular contact with the McKinney Vento homelessness liaisons in all Madison schools (see attached MOU). These relationships along with regular outreach conducted at community centers and other organizations guides the on-going evaluation and evolution of our program. The agency also participates in Madison's Coordinated Entry system for homeless services, consults with Madison Youth Homelessness Demonstration Project's Youth Action Board, and produces several events including Pride Prom and the Youth Arts Fest to engage residents from around the community.

- 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)?
Madison Metropolitan School District	Access to RHY-identified students to provide counseling and case management	Natalie Rew	Yes
Project Respect	Services for sexually trafficked youth	Jan Miyasaki	Yes
State of Wisconsin Department of Children and Families	Licensing, Facilities Inspection	Destinee Knief	Yes

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

Collaborations with Other Youth Organizations: Briarpatch routinely works with Operation Fresh Start (trades employment training for youth), the Boys and Girls Club, Joining Forces For Families, FLYY, and other youth serving organizations to share resources and develop collaborations. For the last 7 years, Briarpatch has also produced a Youth Arts Festival that brings organizations and other youth together at Briarpatch to celebrate the accomplishments of area youth artists. This has proven to be an excellent opportunity to educate the community on our services. The agency also coordinates with organizations like Project RESPECT and United Refugee Services, which can offer legal services to youth.

Connecting with Culturally Specific Organizations: Briarpatch maintains close relationships with area cultural organizations including Centro Hispano, OutReach LGBTQ Community Center, Urban Triage, United Refugee Services (Lao/Hmong), and many others to publicize our services.

Schools: The Briarpatch SOP is extremely active in area school districts and maintains close contact with the McKinney-Vento liaisons. See Education Service Plan on page 35.

Sexual Violence Prevention/Response Organizations: Briarpatch is a formal partner in the Children of Violent Homes Project which includes Briarpatch, Rainbow Project (families with children under 12), and Domestic Abuse Intervention Services (DAIS – Adults experiencing domestic violence).

Trafficking Prevention Organizations: Briarpatch periodically coordinates with area trafficking prevention organizations including the Wisconsin Coalition Against Sexual Assault (WCASA) and Project Respect. For additional discussion on trafficking please see Service Coordination regarding Human Trafficking/Exploitation on page 35.

Law Enforcement: Briarpatch has one Madison Police Department employee (and one retired officer) on its Board of Directors. The agency has provided trainings to new department recruits on the services that Briarpatch offers and the state of homeless youth in the Madison area. In turn, the police department has provided training to staff on active shooter training/safety procedures.

Health Care: As active referral partners with UWADAIP (addiction services for youth), Anesis Therapy, and Access Community Health Centers, we periodically meet with service providers to offer information on our services.

National RHY Communication System: Briarpatch participates with the National Runaway Safeline and Home Free programs. The agency further participates in national communications through its participation in RHYTTAC conferences, FYSB regional conference calls, and Youth Collaboratory Trainings.

Youth Engagement and Coordination: Briarpatch strives to involve youth and the perspectives of those with lived experience in all aspects of its program design and implementation. The agency Board of Directors has a designated youth position. The Street Outreach Program's Manager has lived experience as a young homeless individual. Briarpatch included youth clients in the development of its most recent 5-year strategic plan. Additionally, the program continuously involves youth in program development as outlined in the

Evaluation section of this grant. Furthermore, Briarpatch will engage a group of youth clients with runaway/homelessness experience, at least quarterly, to workshop opportunities to make services more youth-focused and accessible.

How do these partnerships enhance this proposal?

These partnerships significantly strengthen the proposal by demonstrating Briarpatch Youth Services' deep integration within the local service network and its commitment to a coordinated, multi-disciplinary approach to supporting youth. The collaboration with Dane County Human Services ensures that youth involved in or at risk of entering the juvenile justice or child welfare systems receive the legal protections and services they are entitled to, while also allowing for rapid response and placement coordination in cases of runaway or displaced youth. The longstanding partnership with Project Respect enhances the proposal by showing a targeted and trauma-informed response to youth at risk of or experiencing sexual exploitation. As a sub-recipient of a federal grant through Project Respect, Briarpatch is positioned to provide specialized case management and support services to these vulnerable youth, reinforcing its role as a critical service provider in anti-trafficking efforts. Participation in the local Continuum of Care (CoC) further strengthens the proposal by highlighting Briarpatch's active role in data-sharing, resource coordination, and service alignment across agencies. This collaboration ensures more efficient service delivery and broader access to housing and support resources for youth and families. Additionally, strong relationships with local schools and McKinney-Vento liaisons enhance the agency's ability to identify and support homeless and at-risk youth. These partnerships improve educational outcomes by facilitating school re-engagement and continuity, which is a key protective factor in long-term youth stability and success. Overall, these partnerships demonstrate Briarpatch's capacity to deliver comprehensive, wraparound services through a well-coordinated network—greatly enhancing the impact and credibility of the proposal.

What are the decision-making agreements with each partner?

Briarpatch Youth Shelter staff works closely with Dane County Human Services staff to: 1) address and report alleged child abuse and neglect; 2) identify shelter and safe housing placements for youth ages 11 and younger; 3) locate safe, long-term housing for youth ages 17 and younger, and 4) ensure that youth who are or should be under the legal jurisdiction of the juvenile justice or child welfare systems obtain and receive services from these systems until such time they are released from the jurisdiction of these systems. When Youth Shelter staff identify a youth who has run away from foster care or from a juvenile justice placement, the appropriate staff person(s) at Dane County Human Services are contacted. Plans are then developed to return these youth to their court ordered placement as applicable with Dane County staff taking the lead on the same.

Briarpatch Youth Services is a member and active participant in the local Continuum of Care (CoC).

Members work collaboratively to collect data, coordinate service delivery, and to provide each other with program and technical assistance. Participation in the CoC provides resources and referral coordination for youth and families.

Service Coordination Regarding Human Trafficking: Youth Shelter staff works closely with Project Respect to help meet the needs of youth who are at-risk for or victims of sex trafficking. Project Respect provides counseling and case management to survivors of sexual exploitation. They also help lead the efforts of service providers and law enforcement agencies in Dane County as we collectively work to eliminate sexual exploitation and human trafficking in our community. Briarpatch has a long-standing working relationship with Project Respect and we are currently a sub-recipient of a federal grant that Project Respect receives related to their work to combat sexual exploitation in Dane County. Briarpatch's role as a grant sub-recipient is to provide case management and counseling services to youth victims of sexual exploitation ages 17 and younger. Our Youth Shelter staff meets regularly with Project Respect staff to coordinate these services.

Service Coordination with Schools: All of the middle and high schools in the Youth Shelter service area (Dane County) are aware of Briarpatch and the services the agency provides, including our Street Outreach services. Briarpatch staff are familiar with McKinney Vento liaisons in schools throughout Dane County and

these liaisons facilitate staff access to homeless students and assist with the provision of services to these youth. Reconnecting youth with school is a high priority of Briarpatch's programs. Staff have also developed positive working relationships with school guidance counselors and work with them to help youth make a successful return to the classroom. Please see attached letters for more details on these agreements.

- 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?

Service Coordination: After assessing the individual needs of each youth, and developing an individual service plan, Youth Shelter staff work to connect youth with the services to meet their unique individual needs. Our Youth Shelter has long-standing relationships with system of care service providers including but not limited to:

- o Access Community Health Clinic: Medical and dental services (provides immediate access for Briarpatch RHY to receive medical and dental care when parental consent is present)
- o Journey Mental Health Center: Mental health/emotional support services (may offer preferred access to mental health & addiction treatment services for referred RHY)
- o Tellurian, Anesis, & UWAADAIP: Substance abuse assessment and treatment (provides services to Briarpatch clients with alcohol/drug abuse problems)
- o Madison Metropolitan School District (MMSD) and other area districts: Schools providing educational services (staff works closely with MMSD McKinney-Vento liaisons to ensure that RHY are reconnected with school)
- o Wisconsin Department of Children and Families/Dane County Human Services: Child protective services, foster-care
- o Madison College: School providing GED and vocational education (RHY referred by staff are provided with assistance in obtaining their GED and/or exploring vocational training opportunities)
- o WI Department of Workforce Development and WI Job Service: Employment services (job training, job search, and job skills development for Briarpatch RHY)
- o National Runaway Safeline: Referral and Connections for youth from other areas
- o The Sexual Violence Resource Center: Sexual assault services (provides counseling, case management, & legal services for RHY who are victims of rape, upon referral by Briarpatch)
- o Porchlight, The Road Home, and Housing Initiatives: Housing (agencies provide safe shelter and housing for RHY who age out of services)
- o Legal Action of Wisconsin: Legal Services (general legal assistance for RHY)
- o Madison Police Department MPD: Law enforcement (referral of RHY to Briarpatch for services)
- o Dane County Department of Human Services (DCDHS): Child Welfare personnel (social workers to assist clients who may have been victims of abuse and/or neglect facilitated by long-standing funding support of our programs from DCDHS)
- o Project Respect: Counseling & case management for victims of human trafficking (preferred access to counseling and case management for clients who are victims of sexual exploitation and/or forced labor)
- o Workers' Rights Center: Human Trafficking (labor trafficking case management)
- o Community Coordinated Child Care: Access to affordable childcare
- o Dane County Homeless Services Consortium: This is Dane County's CoC (service area) that helps provide resources and referral coordination to youth and families.
- o The Youth Homelessness Demonstration Project, of which Briarpatch is a key partner providing RRH for 18–24-year-olds.

Approach to Coordination: Briarpatch meets regularly with staff from the aforementioned organizations to coordinate services, share best practices, and develop strategies to address obstacles to service provision.

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 Briarpatch Youth Shelter will serve approximately 50-100 unduplicated youth who have runaway or are experiencing homelessness under the age of 18, who have left home without the permission of their parents or guardian; have been forced to leave home; cannot live safely with a parent, legal guardian, or relative; have no other safe living arrangement; or other homeless youth who might otherwise end up in contact with law enforcement or child welfare, mental health, or juvenile justice systems during the project. Our shelter is an 8-bed facility for runaway and homeless youth that can provide shelter for up to 28 consecutive days. The program projects it will provide at least 500 nights of shelter in 2026.

Briarpatch will report on the following measurable outputs:

- Number of individuals served in shelter
- Number of connections made to external services (e.g., housing, mental health, legal aid)
- Number of shelter staff who completed training in trauma-informed or culturally responsive care

The Briarpatch shelter utilizes the following staff positions and schedules with shift schedules subject to change.

- Shelter Manager: Flexible Schedule Sunday-Saturday
- Youth Advocates or Shelter Manager: 8:30am-4:30pm Sunday-Saturday
- Youth Advocates or Shelter Manager: 4:00pm-12:00am Sunday-Saturday
- Youth Advocates or Shelter Manager: 11:00pm-9:00am Sunday-Saturday

*All shift schedules are subject to change at any time.

These staff may be assisted by:

- AmeriCorps Members(s): Various Shifts

B. Program Outcomes

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

Briarpatch has specific program service expectations for Youth Shelter including standards for family contact, school contact, documentation of services provided, and reporting. The Shelter Manager, Reporting and Compliance Manager, and Program Director review client compliance with shelter certification requirements and review these standards on an ongoing basis, through regular one-on-one meetings with each client, as well as monthly reviews of client case records. Weekly team meetings are utilized to review difficult cases and to provide suggestions for helping clients achieve case plan objectives. As part of the agency's current, continuous quality improvement efforts, process evaluation of Shelter is conducted at least annually, or more frequently, if there are indications of a need for increased oversight. There is a state compliance process that includes an audit to ensure compliance and maintain certification. The process evaluation activities are led by the Program Director with assistance from the Shelter Manager. The agency's process evaluation activities are designed to do the following:

- Determine if services are being delivered in accordance with program design. Are services provided by the program achieving intended outcome objectives? We also want to confirm whether services were implemented as designed, and if clients were satisfied with the services they received. Finally, we want to analyze data gathered to evaluate the effectiveness of services, and to provide direction for modification of services as appropriate.
- Determine if necessary, resources are being provided to the program. Evaluate the relationship between the needs of the clients served and the services being provided on a continuous basis. This will include both process and outcome evaluation.
- Determine if the program's staffing pattern is adequate. Ensure that the program provides services to meet annual outcome objectives.

- Identify program strengths and areas for improvement. Ensure, through consistent review and supervision, that the program achieved its intended outcome objectives. If services were implemented as designed, and if clients were satisfied with the services they received. Use evaluation data to determine service effectiveness and to provide direction for modification of services as appropriate.
- Assess the program's effectiveness at delivering services through a cultural competency lens including the types of activities being offered, communication methods employed, and rewards/consequences offered.
- Provide an opportunity to make adjustments to program services as indicated. Using the program's Parent/Primary Caregiver Satisfaction Survey, utilize feedback regarding program effectiveness and support provided by program staff. The importance of parent and other family member input and involvement is emphasized during the initial intake meeting and remains crucial throughout their involvement in the program. Youth and their parents/caregivers play an important role in helping advocates develop a plan for success. Feedback received from these surveys is used to make changes in service delivery as applicable.

Briarpatch will report on the following outcomes:

- Sustained Safety: Percentage of individuals who remain in safe housing or report ongoing safety over a specified period following shelter stay.
- Percentage of individuals who report increased knowledge and confidence in planning for and maintaining personal safety after leaving the shelter.
- Individuals report feeling emotionally and physically safe while residing in shelter.
- Individuals report that services were accessible, inclusive, and responsive to their individual identities and lived experiences.
- Individuals report positive experiences with staff, citing culturally responsive, trauma-informed, and empathetic service delivery.
- Percentage of individuals who report that the services received met their cultural, linguistic, psychological, and physical needs.
- Number of individuals who successfully connected with and accessed referred services

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**

Outcome EXAMPLE Objective: 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).				
Performance Standard	Targeted Percent	75%	Targeted Number	90 of 120 clients
	Actual Percent	78%	Actual Number	94 out of 120 clients
Measurement Tool(s) and Comments: Client exit survey and open-ended feedback forms				
Methodology: 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.				

Outcome Objective #1: Sustained Safety: 90% of RHY participants will return home or to another safe alternative.

Performance Standard	Targeted Percent	90%	Targeted Number	45 of 50 participants
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Client files exit notes and 30 and 90 day follow-up calls.				
Methodology: The primary measurement tool are case files documenting the exit of participants from program services. Follow-up calls also occur at 30, 60 and 90 day intervals following exit.				

Outcome Objective #2: 70% of RHY participants will report increased knowledge of planning for and maintaining safety after leaving the shelter.				
Performance Standard	Targeted Percent	70%	Targeted Number	35 of 50 participants
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Exit interviews				
Methodology: Upon exiting program services, participants undergo an exit interview.				

Outcome Objective #3: 90% of participants will report feeling emotionally and physically safe while in shelter.				
Performance Standard	Targeted Percent	89%	Targeted Number	45 of 50 participants
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Case Files				
Methodology: Upon exiting program services, participants undergo an exit interview.				

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?
 Briarpatch uses the federal RHY/HMIS database to track runaway and homeless participants. In addition, 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)
Program Director		.35 FTE MMSW, Required State and Federal RHY Trainings	2720 Rimrock Road

Program Manager		1 FTE BS or BA, Required State and Federal RHY Trainings	2720 Rimrock Road
Youth Advocates		5.25 FTE BA or BS or Lived Experience, Required State and Federal RHY Trainings	2720 Rimrock Road

- B. Volunteers: Describe your process for screening, training, and supervising volunteers who will have direct contact with program participants.

No volunteers are currently utilized by the program.

- 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 currently operates a fully staffed 24/7 call center at 2720 Rimrock Road. Regular office hours are 9am to 8pm, Monday through Friday. An answering service and on-call staff are utilized for calls received after hours. In addition, Briarpatch's Facility houses and 8-Bed shelter for youth, meeting rooms, counseling rooms, art spaces, kitchens, and recreation facilities for youth and families receiving services. The agency also has five vehicles that can be used to transport participants.

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.
- 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.

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
TOTAL	13	100%	52	100%			
GENDER							
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%			
AGE							
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%			
RACE							
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%			
ETHNICITY							
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%			
PERSONS WITH DISABILITIES		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.

Name	MIKE NELL, Chair			
Home Address	704 Cricket Lane Madison, WI 53562			
Occupation	Retired - TASC			
Representing	Business Community Representative			
Term of Office		From:	01/2025	To: 12/2026
Name	BERNIE HOES, Vice Chair			
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
Name	PENNY SIMMONS, Secretary			
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
Name	MISTY ARMSTRONG, Treasurer			
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
Name	ELIZABETH ERICKSON			
Home Address	821 S Shore Dr Madison, WI 53715			
Occupation	Occupation: Attorney			
Representing	Community Representative			
Term of Office		From:	01/2025	To: 12/2026
Name	JESSICA GILLETTE			
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
Name	BEN GONRING			
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
Name	SARAH MILESTONE			
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.

Name	JEAN PAPALIA				
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
Name	JILL PFEIFFER				
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
Name	LUCIAN "LU" SENATUS				
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
Name	VICKI SHAFFER				
Home Address	1834 Jenifer Street Madison, WI 53704				
Occupation	Occupation: Retired Educator				
Representing	Community Representative				
Term of Office		From:	01/2024	To:	12/2025
Name	TOM WARD				
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
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
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
A. PERSONNEL													
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
Subtotal A.	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. OTHER OPERATING													
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
Subtotal 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
C. SPACE													
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											
Subtotal C.	44,983	3,563	8,154	584	9,240	1,743	1,412	449	4,672	787	0	0	21,505
D. SPECIAL COSTS													
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
Subtotal D.	43,793	878	3,596	258	2,011	379	276	87	913	154	0	0	36,997
TOTAL (A.-D.)	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.**

	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026
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***	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
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						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
SUBTOTAL/TOTAL:	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 Payroll Taxes and Fringe Benefits	2025	2025	2025 Amount Requested from the City of Madison
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary		Total Amount	Hourly Wage***	
						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
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						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