



Employment and Career Development Services 2026 Request for Proposal (RFP) Organization Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30PM August 3rd, 2026

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 Employment and Career Development Service Area in the Community Resources Unit. There are four priority areas in the Employment RFP, one of which has 2 sub-areas:

- Youth Employment
 - Programs and Services
 - Wanda Fullmore Internship
- Young Adult Employment- Programs and Services
- Adult Employment- Programs and Services
- Southwest Madison Employment Center Operator

Organizations can apply for each program type. Please refer to the RFP guidelines for full program type descriptions.

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: Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com or Community Development Specialist Dominic Davis ddavis2@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 Madeline Bohrod – mbohrod@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, 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:	\$ 140,000
All program(s) connected to your organization:	Program Name: Youth Job Center & Summer Service Experience Amount Requested: \$ 70,000 Applicant Type: Single Agency Application Program Type: Youth Employment- Programs & Services List Program Partner(s) (if applicable): N/A		
	Program Name: NextStep608 Amount Requested: \$ 70,000 Applicant Type: Single Agency Application Program Type: Young Adult Employment- Programs & Services List Program Partner(s) (if applicable): N/A		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item.		
	Program Type: Choose an item. List Program Partner(s) (if applicable):		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable):		
	<i>If you are applying for more than four programs, please contact Dominic Davis Ddavis2@cityofmadison.com</i>		
	Contact Person for application (Joint	Jill W. Pfeiffer, Executive Director	Email: jill.pfeiffer@briarpatch.org

Applications - Lead Org):			
Organization Address:	2720 Rimrock Road, Fitchburg, WI 53713-3337	Telephone:	608.245.2550
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (if no)	N/A

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

- 1. Briefly describe your organization's history, core mission, and experience providing services relevant to this proposal.** If applicable, highlight any work related to employment and career development, 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 offers a broad array of services to youth and their families including:

- Restorative Justice Program (est 1992)
- Youth Advocacy Services (assessment, counseling, 24/7 help-line, case management for youth who have runaway or are experiencing homelessness) (est 1971)
- Parent Support Program
- Youth Shelter (est 2014)
- Youth Job Center (est 1992)
- Street Outreach Program (est 2000)
- Youth Homelessness Demonstration Project (case management, rent assistance) (est 2021)
- Teens Like Us (Drop-in weekly support and social group for LGBTQ+ youth) (est 1991)
- Comprehensive Community Services (CCS – mental health support) (est 2023)
- Youth Restitution Program (est 1978)
- A multitude of other staff led support groups to meet the emerging needs of youth.

The agency's stated mission is, "Strengthening the lives of youth and families." We believe, through our Intensive Supervision program service delivery that 1) youth are valuable assets who represent the future of our community. 2) teamwork, cultural competence, and adaptability are the foundations of our success. 3) collaborations and partnerships strengthen communities and 4) measuring program outcomes promotes effectiveness and accountability.

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

Briarpatch has provided and supported summer and year-round employment opportunities for court-involved and at-risk youth for nearly 35 years. The Briarpatch Youth Job Center (YJC) was established in 1992 through a collaboration with the City of Madison. The YJC provides a first-time summer or year-round work experience for 14-15 year olds with barriers to employment who reside in the City of Madison. Approximately 90% of the 20-25 youth served by the YJC summer service crews each summer are youth of color. Since 1998, the YJC has also collaborated with Dane County to provide pre-employment training, job placement assistance, and job coaching to over one-hundred 14-21 youth annually who are under court supervision and/ or involved in restorative justice programming. YJC has also piloted initiatives like the Minority Business Youth Employment Project, which connected BIPOC youth to BIPOC owned businesses. We have had numerous positive partnerships with other non-profits, community centers, and neighborhood programs throughout the City of Madison. These relationships have resulted in hundreds of successful projects including community engagement and event planning, community gardens and urban agriculture projects, community arts projects, and more. Our expertise extends beyond project work to include very successful partnerships with smaller community organizations, providing support to them while allowing them to maintain their voice and identity, to better serve the communities in which they work. Our highly-supported work team model is evidence-based and a best practice for serving youth with little or no work experience.

Current youth employment programs:

Youth Job Center (est. 1992), first time employment for 14-15 year olds, training, employment placement, mentorship, coaching for 14-21 year olds.

Youth Restitution Program (est. 1978), supported employment and volunteer opportunities for court-involved youth.

- 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 recently began a strategic planning process to guide the agency through the next 3 years. This effort will focus on adapting to the rapidly changing governmental funding environment and identifying and strengthening core services. Also in the past 2 years, the agency has hired a Reporting and Compliance Manager and Human Resources Manager to help guarantee more accurate and useful reporting, adherence to rules and regulations, and better meet the needs of our employees.

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.

Finally, the federal government did not offer a Street Outreach Program funding opportunity last year, resulting in a staff and service reduction in that program.

- 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."

The federal funding landscape is impossible to predict in the next two years, however the agency currently anticipates no changes that will affect proposed employment services at this time.

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, 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. Other evidenced based practices used by the agency 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 ensure 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, employs a Licensed Clinical Social Worker who is available for consultation. Briarpatch values the insight and relatability 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 Employment Services.** 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



Employment and Career Development Services 2026 Request for Proposal (RFP) Program Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30PM August 3rd, 2026

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.**

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: Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com or Community Development Specialist Dominic Davis ddavis2@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 Madeline Bohrod – mbohrod@cityofmadison.com.

Part 2 - Program Narrative Form

Program Name:	NextStep608	Total Amount Requested for this Program:	\$ 70,000
Legal Name of Organization:	Briarpatch Youth Services, Inc.	Total amount Requested for Lead/Single Applicant	\$ 140,000
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 W. Pfeiffer	Email: jill.pfeiffer@briarpatch.org	Phone: 608.245.2550 x 1212
Program Type: Select ONE Program Type for this form.			
☐ Youth Employment- Programs and Services ☐ Youth Employment- Wanda Fullmore Internship ☒ Young Adult Employment- Programs and Services ☐ Adult Employment- Programs and Services ☐ Southwest Madison Employment Center Operator			
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.			

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.

Young adults ages 18–26 who are experiencing or at risk of homelessness face some of the most significant barriers to employment in Madison. While the Madison region continues to have a relatively low overall unemployment rate, many young people experiencing housing instability struggle to access workforce opportunities because of barriers such as unreliable transportation, lack of work-appropriate clothing, limited access to technology, interrupted educational experiences, mental health challenges, and the absence of supportive adult networks. These barriers often prevent young adults from obtaining and maintaining employment, even when jobs are available. Local data demonstrates the economic vulnerability facing many young people in Dane County. The 2024 Dane County Youth Assessment, identified economic instability as a significant factor affecting youth well-being and future opportunity. Youth experiencing family financial hardship are at increased risk for housing instability, disconnection from school and employment, and long-term poverty.

Community input gathered through the Dane County Youth Assessment highlights the importance of providing young people with pathways to employment, meaningful adult connections, career exploration opportunities, and skill development. The assessment was specifically designed to capture youth voices regarding their needs, concerns, and priorities and is used by the City of Madison, Dane County, school districts, and community organizations to inform investments in youth services.

For young adults experiencing homelessness or at risk of homelessness, employment is both an economic necessity and a critical strategy for long-term housing stability. However, many have had limited opportunities to gain work experience, build

professional networks, or develop the workforce readiness skills that employers require. Without targeted intervention, these young adults are at increased risk of chronic homelessness, unemployment, and ongoing dependence on emergency services.

- 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 overarching goal of NextStep608 is to help young adults ages 18–26 who are experiencing or at risk of homelessness build the skills, confidence, and employment experience necessary to achieve long-term financial stability, housing security, and self-sufficiency. NextStep608 aims to give young adults the tools they need to become upwardly mobile. The program will:

- Support Career Navigation and Advancement
- Expand Access to Training and Education
- Promote Financial Stability
- Re-engage and Support Disconnected Young Adults
- Build Skills through Employment

At the core of the program is the belief that every young person can shape their future when provided with the right opportunities, supports, and relationships. Many participants have faced significant barriers, including housing instability, trauma, poverty, interrupted education, and experiences of being overlooked or excluded from traditional employment opportunities. As a result, they often lack not only workforce experience, but also confidence in their ability to influence the direction of their lives.

Through trauma-informed, judgment-free services, the program helps young adults develop self-efficacy—the belief that they have the power to make choices, overcome challenges, and achieve personal and professional goals. Participants receive individualized coaching, workforce readiness training, and supportive services that provide practical tools for success while fostering hope, resilience, and a sense of agency.

NextStep608's goal extends beyond helping participants obtain entry-level employment. We seek to create sustainable pathways to independence by helping young adults progress toward careers that offer living wages, economic mobility, and long-term stability. By increasing employment skills, income, and access to career opportunities, participants are better positioned to secure and maintain housing, reduce reliance on crisis systems, and contribute meaningfully to their communities.

NextStep608 addresses that need by providing workforce readiness training, individualized coaching, facilitated connections to trusted adults, and connections to community resources that help participants overcome barriers to work. By combining employment with supportive services, the program will help young adults build income, develop marketable skills, strengthen self-sufficiency, and move toward stable housing and long-term economic independence. The program aligns with community-identified priorities to reconnect young adults in Madison with sustainable employment, credential and education opportunities.

- 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.

NextStep608 creates opportunities for young adults ages 18–26 who are experiencing or at risk of homelessness to develop the skills, confidence, and experience needed to achieve greater financial stability and independence. Many participants have not had access to traditional employment opportunities or the supports necessary to successfully enter the workforce. NextStep608 is designed to meet young adults where they are and provide practical pathways toward employment and self-sufficiency.

The program will offer six to eight workforce development cohorts annually, each lasting six weeks. (We will only offer six cohorts in the first year, to allow the first quarter of 2027 for ramp up and planning time. The following years will have eight cohorts, annually.) Young adult participants will receive a stipend for completion of the training program. Through these cohorts, participants will receive employment readiness training, financial literacy education, career exploration, workplace communication skills, and other foundational workforce competencies. Two separate training sessions will occur weekly for 6 weeks at two different locations. We have proposed specific times and locations, but will adjust and secure once funding is certain. Briarpatch already has employment and training partners in place, from our Youth Job Center, who are ready to plug in and support this population of young adults.

In addition to cohort-based training, participants will receive individualized support tailored to their goals and needs. Between cohorts, staff will work closely with participants through one-on-one employment coaching, resume development, interview preparation, job search assistance, and connections to employers and community resources. This individualized approach helps participants overcome barriers to employment while building self-efficacy and confidence in their ability to shape their future.

Services are delivered through a combination of group training, individual coaching, and community-based partnerships. NextStep608 emphasizes both immediate employment outcomes and long-term career development, helping participants move from entry-level opportunities toward sustainable employment and economic mobility.

We believe this program will increase workforce readiness, improve financial literacy, enhance self-efficacy and greater employment stability, increase income, and build progress toward long-term housing stability and independence.

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?

NextStep608 will serve young adults ages 18–26 in Madison and Dane County who are experiencing homelessness or are at risk of homelessness. We will prioritize those in agency supported housing programs with the goal of increasing the speed with which young adults move through housing programs into stability. Participants often face barriers to employment, including housing instability, limited work experience, poverty, trauma, interrupted education, and lack of access to supportive resources.

NextStep608 has been informed directly by members of the target population. As part of our recent strategic planning process, Briarpatch surveyed youth and young adults to identify emerging needs and priorities. Employment skills and workforce development for young adults ages 18–26 were consistently identified as areas of need. NextStep608 is also shaped by the experiences of youth currently engaged through Briarpatch's Street Outreach Program, where employment and economic stability are frequently identified as key goals and unmet needs.

In addition, staff with lived experience of homelessness help inform program design and implementation, ensuring services are responsive, relevant, and grounded in the realities faced by young people. Participant feedback, ongoing outreach, and direct service experience continue to guide program development and delivery.

- 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.

We are a new applicant and do not yet have demographic data. However, data from our two housing programs for young adults shows that 100% are low income and over 90% are BIPOC (Black individuals represent 77% of that over 90%). Data for our youth employment program ages 14-21, The Youth Job Center, show that 100% are low income, and 81% identify as people of color.

Race	# of Participants	% of Total Participants
White/Caucasian		
Black/African American		
Asian		
American Indian/Alaskan Native		
Native Hawaiian/Other Pacific Islander		
Multi-Racial		

Balance/Other		
Total:		
Ethnicity		
Hispanic or Latino		
Not Hispanic or Latino		
Total:		
Gender		
Man		
Woman		
Non-binary/GenderQueer		
Prefer Not to Say		
Total:		

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 is committed to ensuring that language is not a barrier to accessing services. The agency is currently hiring a part-time interpreter to support programs that do not already have Spanish-speaking staff. Additionally, we utilize interpretation and translation resources as needed to communicate effectively with participants and families with limited English proficiency.

NextStep608 will provide culturally responsive, trauma-informed services that recognize and respect the diverse backgrounds and experiences of young adults experiencing or at risk of homelessness. Staff are trained to build trusting relationships, meet participants where they are, and tailor services to individual needs and goals. Program materials, communication, and service delivery approaches will be adapted as needed to promote accessibility, inclusion, and meaningful engagement for participants from diverse cultural and linguistic backgrounds.

Briarpatch's ongoing relationships with young people and its commitment to participant feedback help ensure services remain relevant, responsive, and reflective of the communities served.

- D. Recruitment and Engagement Strategy:

i. **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.

Briarpatch will leverage existing relationships and referral networks to recruit young adults ages 18–26 who are experiencing or at risk of homelessness. We will prioritize those in agency supported housing programs with the goal of increasing the pace with which young adults move through housing programs into stability. The agency's Street Outreach and Connections Advocate (working with unaccompanied youth in MMSD) programs already engage 18 year old young people facing housing instability and will serve as primary referral sources for participants who would benefit from employment training and workforce development services.

The program will also collaborate with community partners serving young adults seeking employment and stability. Referrals will be accepted from the Wisconsin Department of Vocational Rehabilitation (DVR), particularly for young adults who may be waiting to access employment services. Briarpatch will also leverage its partnership with EverStrong through the Youth Homelessness Demonstration Project (YHDP), which provides housing and supportive services to young adults who have experienced

homelessness. This partnership creates a natural pathway for connecting housing-stabilized young adults to employment and career development opportunities.

Recruitment efforts will emphasize trusted relationships and direct engagement, recognizing that many young adults experiencing homelessness have had negative experiences with traditional systems. Through outreach, case management relationships, and community partnerships, Briarpatch will connect participants to workforce development opportunities that support long-term employment, financial stability, and independence.

ii. **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?

Young adults experiencing or at risk of homelessness often face barriers that make it difficult to access and maintain participation in workforce development programs. Common barriers include immediate need of income, transportation challenges, scheduling conflicts, language differences, trauma-related needs, and limited confidence or experience in educational and employment settings.

For young adults experiencing or at risk of homelessness, the immediate need for income creates a significant barrier to participating in employment training opportunities. The urgency of covering basic living expenses takes precedence over long-term career development, making unpaid opportunities like internships unviable for gaining job experience. NextStep608 providing stipends will work to ease the financial burden, allowing the participants to meet their immediate needs while building the skills necessary for sustainable, long-term employment.

To address transportation barriers, Briarpatch will deliver services in community-based locations whenever possible and meet participants where they are. Bus tickets and agency vehicles will be available to assist with transportation when needed, helping ensure participants can attend training sessions, appointments, and employment-related activities.

NextStep608 will offer flexible scheduling to accommodate participants who may be balancing school, work, housing appointments, or other responsibilities. Language barriers will be addressed through Briarpatch's interpretation resources, including access to a part-time interpreter and translation support as needed. Referral and connection to English as a Second Language (ESL) classes and community resources will also be offered for those who are interested. Lastly, Briarpatch Youth Job Center continuously works to increase our employer network, including employers who hire those with limited English proficiency.

Recognizing that many participants have experienced trauma and instability, services will be delivered using a trauma-informed, judgment-free approach. Staff will provide individualized support and one-on-one coaching tailored to each participant's strengths, goals, and learning style. This approach helps build trust, increase engagement, and ensure participants receive the support they need to successfully develop employment skills and achieve greater independence.

iii. **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).

Eligible young adults will be referred through Briarpatch housing programs, community partners, and self-referral. Upon enrollment, participants will complete an intake process to identify their employment goals, strengths, barriers to participation, and support needs. Information gathered during intake will be used to develop an individualized service plan that guides participation in workforce training, employment readiness activities, and ongoing support services.

We currently have well developed intake forms for our Youth Employment Program. A simple modification would complete these forms for the young adults population. The form includes basic intake information, a Code of Ethics, Media Release, Consent for Services, Client Grievance Procedure and more.

Participants will engage in six week workforce development cohorts focused on employment skills, financial literacy, career exploration, and workplace readiness. A stipend will be given to participants upon successful completion of the training series. In addition to group-based learning, participants will receive individualized coaching, including assistance with resumes, job applications, interviewing, goal setting, and connections to community resources.

The program utilizes culturally responsive and trauma-informed practices to create an environment where participants feel welcomed, respected, and supported. Staff with lived experience of homelessness help inform service delivery and foster meaningful connections with participants. Ongoing check-ins, participant feedback, and individualized support help maintain engagement and ensure services remain responsive to each young adult's goals and needs.

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.,).

NextStep608 will provide workforce development training and individualized employment support for young adults ages 18–26 who are experiencing or at risk of homelessness. Services will be delivered through six to eight workforce development cohorts annually, each lasting six weeks.

Cohort activities will include workshops focused on employment readiness, career exploration, financial literacy, workplace communication, job search strategies, resume development, interviewing skills, and other foundational workforce competencies. Participants will all be offered the opportunity to open a bank account, and assisted with doing so when interested. Workshops will be offered at community-based locations, including Briarpatch, The Beacon, Pinney Library, and, as opportunities arise, affordable housing developments serving young adults. (The exact locations to be finalized during the first quarter of 2027, based upon a successful proposal.)

Between cohort sessions, participants will receive individualized employment support and case management. Staff will work one-on-one with participants to develop employment goals, address barriers to employment, complete job applications, prepare for interviews, connect with employers, and access community resources that support long-term success.

Briarpatch has extensive experience providing employment programming for youth. Since 1992, the agency has successfully operated employment programs for youth ages 14–17, helping young people develop workplace skills, gain employment experience, and build confidence. This long-standing experience provides a strong foundation for engaging young adults through relevant, evidence-informed workforce development programming tailored to their unique needs and goals.

- B. Employment and Career Development Equity Areas: Describe your agency's ability to serve one or more of the equity areas highlighted in [Appendix A: Employment and Career Development Equity Area Map](#). Your agency does NOT need to be located within an equity priority area however you should address and how you will serve individuals in the areas. Please include the general location (use a nearby landmark like a school, streets, neighborhood name, etc.). How will residents in these areas access transportation if needed?

Briarpatch Youth Services is located in the priority area in south Madison surrounding Rimrock Road near the Badger Rock school. The Youth Job Center's partners are also located in priority areas: Big Step is located in the southside low employment area, Jersey Mikes is located in the east side core area, and Frostwood Farms and Summit Credit Union are in the southside low high school graduation area. Furthermore, Briarpatch's engagement efforts in MMSD include service all of the priority areas identified. All sites are located on bus lines, Briarpatch offers van transportation work sites, and paid cab rides are available to program participants.

- 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

- ii. 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
- iii. If you are submitting a **JOINT/MULTI-AGENCY** application:
 - a) Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)
 - b) 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	Choose an item.	Choose an item.
Tuesday	3:00 PM	5:00 PM
	Pinney Library or other	Pinney Library or other
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***

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	5:00 PM	7:00 PM
	Briarpatch or The Beacon	Briarpatch or The Beacon

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.

The development of this NextStep608 was directly informed by youth and families through Briarpatch's recent strategic planning process. Survey responses identified employment support and workforce development opportunities for young adults experiencing housing instability as an unmet need and a priority for future program investment.

In addition, Briarpatch's ongoing work with young adults and families through its Street Outreach, housing, and supportive services programs provides continuous opportunities to gather feedback on barriers to employment, service gaps, and program design. This direct input helped shape the proposed program's focus on workforce readiness, financial literacy, individualized employment coaching, and trauma-informed support.

Youth and families will continue to inform implementation and evaluation of the program through participant feedback, surveys, informal check-ins, and ongoing engagement with staff. This feedback will be used to assess program effectiveness, identify opportunities for improvement, and ensure services remain responsive to the needs and goals of the young adults and families served.

- 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.

Development of NextStep608 was informed by feedback gathered during Briarpatch's recent strategic planning process, which included youth, families, staff, and community stakeholders. Survey responses identified employment support and workforce development opportunities for young adults experiencing housing instability as a significant community need and priority.

The program is also informed by Briarpatch's ongoing collaboration with local partners serving young adults experiencing homelessness, including housing providers, schools, workforce development organizations, and service agencies. Through these partnerships, community stakeholders have consistently identified employment as a critical factor in helping young adults achieve long-term housing stability and self-sufficiency.

Community partners will continue to play an active role in program implementation through referrals, outreach, coordination of services, and resource sharing. Briarpatch will seek ongoing feedback from participants and community stakeholders to assess program effectiveness, identify emerging needs, and ensure the program remains responsive to the young adults and communities it serves.

- 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)?
Jersey Mikes Subs	Employment Partner	Noah Benson	Yes
Frostwood Farms	Employment Partner	Rachelle Howards	Yes
Employment & Training Association, Inc.	Credentialing Partner	Jon Danforth	No
Summit Credit Union	Financial Literacy Partner	Hannah Altwegg	Yes

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

N/A

How do these partnerships enhance this proposal?

Briarpatch has longstanding relationships with many employment partners. Our strongest existing partnerships are listed above and have expressed an interest in creating a stronger pathway for young adults served through this program. Summit Credit Union currently provides financial literacy training for youth in our Youth Job Center and we would welcome the chance to expand their offering to young adults.

What are the decision-making agreements with each partner?

Summit Credit Union has agreed to provide financial literacy trainings. Jersey Mikes and Frostwood Farms are placement locations, and has final hiring decision making authority. The Employment & Training Association has agreed to help to documents, certifications, and similar concerns.

- 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?

Participants will have access to a broad range of resources that support employment success, housing stability, health, and overall well-being. In addition to workforce development services, participants may be connected to housing assistance, healthcare and behavioral health services, education and training opportunities, transportation resources, financial assistance programs, and other community supports based on their individual needs and goals.

Briarpatch is uniquely positioned to connect young adults to these resources through its extensive community partnerships and long-standing role as a youth-serving organization. Through operating the 24-hour crisis helpline and providing street outreach, housing, and supportive services, Briarpatch maintains current knowledge of available community resources and referral pathways throughout Dane County.

Program staff will coordinate closely with participants and partnering agencies to ensure young adults can access the services needed to achieve employment and housing stability. Referrals will be supported through ongoing case management, follow-up, and collaboration with service providers.

In addition, Briarpatch's long-running Youth Job Center program, which has served youth since 1992, has established strong relationships with local employers and businesses. These relationships provide valuable opportunities for employment referrals, career exploration, workforce connections, and job placement support for program participants. Through coordinated services and strong community partnerships, the program will help young adults build the resources, skills, and connections needed for long-term independence and success.

5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

- A. Program Outputs – Please tell us how you are measuring your output data such as: unduplicated participants, program hours, program completion etc. Please see Guidelines for more examples.

NextStep608 anticipates serving approximately 60 unduplicated participants annually through a combination of cohort-based training and individualized employment support. Output data will be reviewed regularly to assess participant engagement, inform program improvements, and ensure program goals are being met.

- B. Program Outcomes

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

Young adults with a history of housing instability and homelessness have lived inherently transient lives, which poses greater challenges to maintaining long-term employment. NextStep608's trainings will focus particularly on employability skills needed to maintain employment past the first few paychecks, such as adapting to different kinds of supervision, receiving constructive feedback, and managing emotions when things become stressful. The pre- and post-readiness assessment (in development) is informed by our over 30 years of Youth Employment programming experience along with established workforce development tools, such as CASAS Work Readiness Checklists. The readiness assessment scores will be used to monitor participant progress, inform case managers where additional support may be needed, as well as evaluate program effectiveness and inform ongoing quality improvement.

Following employment, case managers will remain in regular contact with participants to debrief how things are going at their jobs, provide ongoing coaching, and track job retention. In recognition of the developmental and career exploration needs of young adults, participants will be considered successful when they have maintained six months of employment with a single employer whether or not it is with their first employer. All participants will receive ongoing coaching to assist participants in making mindful changes in employment to find sustainable, long-term employment.

Lastly, throughout the participant's enrollment, case managers will be supporting ongoing career exploration and support participants who are interested in enrolling in vocational, credentialing, and secondary education programs. Enrollment in these programs will be tracked in participant case records.

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. Please see the "Measures of Success" section of the RFP guidelines for a list. 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 program participants obtained an industry recognized certificate by end of program.				
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				
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: 80% of youth who participate in trainings will increase employability skills				
Performance Standard	Targeted Percent	80	Targeted Number	48 out of 60
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Pre- and post-workforce readiness assessment; participant self-assessment survey; staff observation of skill development during cohort activities.				
Methodology: Participants will complete a workforce readiness assessment at the beginning and end of the training cohort. The assessment will measure changes in key employability skills, including workplace communication, professionalism, job search strategies, interviewing skills, workplace problem-solving, and understanding employer expectations. Participants who demonstrate improvement in their assessment scores from pre-test to post-test will be counted toward the outcome measure. Results will be compiled and reviewed following each cohort to evaluate program effectiveness and inform continuous improvement.				

Outcome Objective #2: 50% of youth in program will maintain employment for six months				
Performance Standard	Targeted Percent	50	Targeted Number	30 out of 60
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Employment status follow-up surveys; participant self-report; employer verification when available; case management and coaching records.				
Methodology: Program staff will track participants who obtain employment and conduct follow-up contacts at regular intervals to determine employment retention. Participants will be considered successful if they remain employed for at least six consecutive months following job placement, regardless of whether employment is maintained with the same employer or through continuous employment with another employer. Employment status will be documented through participant self-report, case management records, and employer verification when available. Outcome data will be reviewed regularly to assess program effectiveness and identify strategies to improve employment retention.				

Outcome Objective #3: 50% of youth will enroll in a credential training program or secondary education.				
Performance Standard	Targeted Percent	50	Targeted Number	30 out of 60
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Enrollment verification forms; participant self-report; copies of acceptance letters, registration confirmations, or training enrollment documents when available; case management records.				
Methodology: Program staff will track participants who enroll in post-secondary education, vocational training, certification programs, apprenticeships, or other career-focused training opportunities during or following program participation. Enrollment will be documented through participant self-report, case management records, and enrollment verification when available. Follow-up contacts will be conducted to confirm enrollment status and support participants in navigating barriers to educational and training opportunities. Participants who successfully enroll in a qualifying education or training program will be counted toward this outcome.				

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 an internal MIS to track client data and outcome measures. Expenses are tracked in Acumatica, our accounting software.

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)
-----------------------	------------	---	--------------------

Employment Advocate		1	Various
Program Manager		.05 FTE	BYS

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

Depending on their role, volunteers are required to complete a caregiver background check, Criminal and Applicant Process (CAP) check, and Wisconsin Sex Offender Registry check in accordance with agency policies and best practices for youth-serving organizations.

Volunteers receive orientation and role-specific training before engaging with participants. Training may include trauma-informed care, youth empowerment and positive youth development practices, de-escalation techniques, professional boundaries, confidentiality, and agency policies and procedures. Additional training is provided based on volunteer responsibilities.

Volunteers are supervised by Briarpatch staff and receive ongoing guidance, support, and feedback. Staff maintain regular communication with volunteers, monitor interactions with participants, and provide additional coaching or training as needed to ensure services are delivered safely, effectively, and in alignment with Briarpatch's trauma-informed and youth-centered approach.

- 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 has the resources, facilities, and community partnerships necessary to successfully implement NextStep608. Existing agency resources include a fleet of vehicles that can be used to reduce transportation barriers and support participant access to training, employment opportunities, and supportive services.

The agency has access to training and meeting space at Briarpatch and through community partners, including The Beacon, Pinney Library, and other community-based locations that are accessible to young adults experiencing or at risk of homelessness. These locations allow Briarpatch to deliver services where participants already live, access services, and gather.

Participants will also benefit from Briarpatch's extensive network of supportive services, including street outreach, housing programs, crisis intervention, and referrals to healthcare, behavioral health, education, and other community resources. As the operator of a 24-hour crisis helpline and a range of youth and young adult programs, Briarpatch maintains strong knowledge of available community resources and referral pathways throughout Dane County.

In addition, Briarpatch has longstanding relationships with local employers developed through the Youth Job Center, which has provided employment programming for youth since 1992. The agency also maintains strong partnerships with housing providers and community organizations serving young adults experiencing homelessness. These established relationships will support participant recruitment, employment opportunities, housing stability, and long-term success.

All of these resources are currently in place and available to support NextStep608 implementation.

7. BUDGET

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

Joint/Multi-Agency Applications

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

8. If applicable, please complete the following:

A. Disclosure of Conflict of Interest

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

No

B. Disclosure of Contract Failures, Litigations

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

A former employee submitted a discrimination claim to the Wisconsin Department of Workforce Development. The agency has not yet issued an initial determination. The claim is insured through an Employment Practices Liability policy, and Briarpatch Youth Services is represented by counsel appointed by the insurance carrier.

APPLICATION FOR 2026 EMPLOYMENT AND CAREER DEVELOPMENT 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:	39-1391737

2. PROPOSED PROGRAMS

		2027	If currently City funded	
Program Name:	Letter	Amount Requested	2026 Allocation	Joint/Multi Application - SELECT Y/N
YJC & Summer Employment	A	\$70,000	\$70,000	No
Contact:				
NextStep608	B	\$70,000		No
Contact:				
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$140,000		

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:

f costs.

t,

s.

ng
ies.

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%	51	100%			
GENDER							
MAN	6	46%	17	33%			
WOMAN	7	54%	34	67%			
NON-BINARY/GENDERQUEER		0%	0	0%			
PREFER NOT TO SAY		0%	0	0%			
TOTAL GENDER	13	100%	51	100%			
AGE							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	10	77%	47	92%			
60 AND OLDER	3	23%	4	8%			
TOTAL AGE	13	100%	51	100%			
RACE							
WHITE/CAUCASIAN	10	77%	19	37%	80%	67%	16%
BLACK/AFRICAN AMERICAN	2	15%	20	39%	7%	15%	39%
ASIAN	1	8%	1	2%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE		0%	1	2%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER		0%	0	0%	0%	0%	0%
MULTI-RACIAL		0%	2	4%	3%	4%	26%
BALANCE/OTHER		0%	8	16%	1%	2%	28%
TOTAL RACE	13	100%	51	100%			
ETHNICITY							
HISPANIC OR LATINO	1	8%	8	16%	7%	9%	26%
NOT HISPANIC OR LATINO	12	92%	43	84%	93%	81%	74%
TOTAL ETHNICITY	13	100%	51	100%			
PERSONS WITH DISABILITIES	0	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)

Yes, Briarpatch's staff is more diverse than the City of Madison and is similarly diverse as its program participants. The Board of Directors is similarly diverse as the City.

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2025

6

How many Board meetings has your governing body or Board of Directors scheduled for 2025?

6

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

Three to Twenty

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 Chief Information Officer			
Representing	Community			
Term of Office		From:	01/2025	To: 12/2026
Name	Bernie Hoes, Vice Chair			
Home Address	3502 Dennet Dr #305			
Occupation	Instructor - Madison College			
Representing	Education			
Term of Office		From:	01/2026	To: 12/2026
Name	Penny Simmons, Secretary			
Home Address	2683 Bruce Parkway, McFarland, WI 53558			
Occupation	Educator - MMSD			
Representing	Education			
Term of Office		From:	01/2026	To: 12/2026
Name	Misty Armstrong, Treasurer			
Home Address	16962 W Lilac Ln., Evansville, WI 53536			
Occupation	Nonprofit CFO			
Representing	Community			
Term of Office		From:	03/1935	To: 12/2026
Name	Ben Gonring			
Home Address	7018 Rockstream Drive, Madison, WI 53719			
Occupation	State of Wisconsin Public Defender			
Representing	Youth Justice			
Term of Office		From:	01/2026	To: 12/2026
Name	Sarah Milestone			
Home Address	333 West Mifflin St #1058 ,Madison, WI 53703			
Occupation	Development Director			
Representing	Community			
Term of Office		From:	01/2026	To: 12/2026
Name	Jean Papalia			
Home Address	6308 Hidden Farm Rd, McFarland, WI 53558			
Occupation	Retired - Police Officer			
Representing	Community			
Term of Office		From:	01/2026	To: 12/2026
Name	Jill Pfeiffer			
Home Address	2720 Rimrock Road, Madison, WI 53713			
Occupation	Executive Director			
Representing	Briarpatch Youth Services, Inc.			
Term of Office		From:	N/A	To: N/A

AGENCY GOVERNING BODY cont.

Name	Lucian Senatus			
Home Address	601 Delladonna Way, Madison, WI 53704			
Occupation	Police Officer			
Representing	Law Enforcement			
Term of Office		From:	01/2026	To: 12/2026
Name	Vicki Shaffer			
Home Address	1834 Jenifer Street , Madison, Wisconsin 53704			
Occupation	Retired - Educator			
Representing	Community			
Term of Office		From:	01/2026	To: 12/2026
Name	Tom Ward			
Home Address	749 Baltzell Street, Madison, WI 53711			
Occupation	VP & Chief of HR			
Representing	Local Business			
Term of Office		From:	01/2026	To: 12/2026
Name	Ryan Estrella			
Home Address	5183 Ninebark Drive, Fitchburg, WI 53711			
Occupation	Social Worker			
Representing	Community			
Term of Office		From:	07/2026	To: 12/2026
Name	Elizabeth Erickson			
Home Address	821 S Shore Dr, Madison, WI 53715			
Occupation	Attorney			
Representing	Community			
Term of Office		From:	01/2026	To: 12/2026
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 2027	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	1,506,415	94,510					1,411,905
UNITED WAY DANE CO	65,724						65,724
CITY CDD (This Application)	140,000	70,000	70,000				0
City CDD (Not this Application)	195,000						195,000
OTHER GOVT*	1,041,377						1,041,377
FUNDRAISING DONATIONS**	1,423,928	82,412	39,972				1,301,544
USER FEES	365,099						365,099
TOTAL REVENUE	4,737,543	246,922	109,972	0	0	0	4,380,649

*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.

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

ACCOUNT CATEGORY	AGENCY 2025	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	3,048,613	75,850	138,039	38,462	57,288	37,388							2,853,286
Taxes/Benefits	764,601	19,024	34,423	8,888	15,925	10,136							714,253
Subtotal A.	3,813,214	94,874	172,462	47,350	73,213	47,524	0	0	0	0	0	0	3,567,539
B. OTHER OPERATING													
Insurance	78,108	0	3,060										75,048
Professional Fees/Audit	85,965	0	98										85,867
Postage/Office & Program	24,944	357	701		560	357							23,683
Supplies/Printing/Photocopy	78,284	9,414	5,170	3,250	9,684	6,164							63,430
Equipment/Furnishings/Depr.	78,467	0	2,853										75,614
Telephone	41,100	0	1,420										39,680
Training/Conferences	17,350	0	510										16,840
Food/Household Supplies	20,000	0											20,000
Travel	0	0											
Vehicle Costs/Depreciation	33,512	1,400	2,024	900	785	500							30,703
Other	302,125	178	107		280	178							301,738
Subtotal B.	759,855	11,349	15,943	4,150	11,309	7,199	0	0	0	0	0	0	732,603
C. SPACE													
Rent/Utilities/Maintenance	44,161	0	1,615		1,450								41,096
Mortgage Principal/Interest	0	0											
Depreciation/Taxes	0	0											
Subtotal C.	44,161	0	1,615	0	1,450	0	0	0	0	0	0	0	41,096
D. SPECIAL COSTS													
Assistance to Individuals	96,873	33,777	56,902	18,500	24,000	15,277							15,971
Partner/Joint Agency/Agencies	0	0											
Contractors/Subcontractors	0	0											
Pymt to Affiliate Orgs	0	0											
Other	23,440	0											23,440
Subtotal D.	120,313	33,777	56,902	18,500	24,000	15,277	0	0	0	0	0	0	39,411
TOTAL (A.-D.)	4,737,543	140,000	246,922	70,000	109,972	70,000	0	0	0	0	0	0	4,380,649

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

	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027
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***	Amount Requested from the City of Madison
Executive Director	0.01	0.01				0.02	126,838	40,029	166,867	60.98	2,910
Program Director 1	0.01	0.01				0.02	99,790	27,957	127,747	47.98	2,228
Grants & IT Manager	0.01	0.01				0.02	92,067	17,743	109,810	44.26	1,915
Director of Finance	0.01	0.01				0.02	92,176	26,021	118,197	44.32	2,062
Program Manager	0.95	0.05				1.00	60,353	14,703	75,056	29.02	14,146
Youth Advocate		1.00				1.00	46,508	13,482	59,990	22.36	38,185
Youth Advocate	1.00					1.00	55,162	14,144	69,306	26.52	29,854
Maintenance & Cleaning	0.01	0.01				0.02	70,046	33,622	103,668	33.68	1,808
HR Manager	0.01	0.01				0.02	67,767	33,482	101,249	32.58	1,766
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
SUBTOTAL/TOTAL:	2.02	1.13	0.00	0.00	0.00	3.15	710707.00	221183.00	931890.00	341.70	94874.00

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.**

	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***	Amount Requested from the City of Madison
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	2.02	1.13	0.00	0.00	0.00	3.15	710707.00	221183.00	931890.00	341.70	94874.00

*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	YJC & Summer Employment Experience	PERSONNEL	47,350
		OTHER OPERATING	4,150
		SPACE	0
		SPECIAL COSTS	18,500
		TOTAL	70,000
B	NextStep608	PERSONNEL	47,524
		OTHER OPERATING	7,199
		SPACE	0
		SPECIAL COSTS	15,277
		TOTAL	70,000
C	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			140,000