



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



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

JOINT/MULTI-AGENCY APPLICANTS

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

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Part 2 - Program Narrative Form

Program Name:	Youth Job Center & Summer Service Experience	Total Amount Requested for this Program:	\$ 70,000
Legal Name of Organization:	Briarpatch Youth Services, Inc.	Total amount Requested for Lead/Single Applicant	\$ 70,000
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	Email:	jill.pfeiffer@briarpatch.org
		Phone:	608.690.3776
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.

Wisconsin has one of the most severe racial disparity profiles in the nation, and Dane County, despite its relative prosperity, is no exception. Statewide, African American residents have historically faced unemployment rates several times higher than white residents, and Wisconsin has repeatedly ranked among the worst states in the country for gaps in household income, unemployment, and labor force participation between black and white residents. Locally, these disparities show up early: Black youth in Dane County have been arrested at roughly seven times the rate of white youth, and while arrests of white youth fell sharply over the past decade, the decline for Black youth was far smaller, meaning the disparity gap has widened even as overall numbers improved. A living-wage job, a mentor, and a first real job experience can be the intervention that changes which direction a young person's life .

National survey data from the Trevor Project shows that LGBTQ+ young people in Wisconsin report levels of physical threat or harassment based on sexual orientation or gender identity well above the national average, and Midwest youth overall report some of the highest rates of suicidal thoughts and attempts in the country. Economic insecurity compounds these risks directly: nationally, LGBTQ+ youth, and transgender and nonbinary youth in particular, face significantly elevated odds of food insecurity, unstable housing, and unmet basic needs compared to their peers, and researchers point to limited access to jobs that pay a living wage as a key driver of housing instability among LGBTQ+ youth. Stable employment isn't just an economic outcome for this population — it is directly tied to safety and survival.

At-risk and disconnected youth face similar challenges. Dane County has more than 3,000 disconnected youth ages 16–24 who are neither in school nor working, the majority of whom have not completed high school and many of whom lack the family or professional connections that typically open doors to a first job. Housing instability is climbing sharply: Dane County schools identified more than 2,400 students without stable housing in the most recent school year, up from over 2,200 the year before, a trend school liaisons attribute in part to the end of pandemic-era rental assistance. In Madison and Dane County's most recent annual homelessness count, people of color made up 58% of everyone identified as experiencing homelessness, despite being only about 16% of the county's population — a staggering overrepresentation that mirrors, and compounds, the disparities BIPOC youth already face in schools and the job market.

- 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 goal of Briarpatch's Youth Job Center (YJC) is to provide employment, internship, career exploration, and leadership development opportunities for BIPOC, LGBTQ+, and low-income youth who have been historically underrepresented or face barriers to participation. The program also offers summer supported programming for youth who may not have structured plans in place prior to the end of the school year. The program will:

- Expand Access to Employment Opportunities
- Strengthen Career Exploration and Pathways
- Enhance Education and Workforce Connections
- Build Skills and Support Development

The program will focus on an upward mobility strategy by providing early exposure to employment pathways and first work experience.

- 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 purpose of the Youth Job Center is to provide employment and financial skills training, career exploration, and work experience to Madison youth ages 14-21 who face multiple barriers to employment. In addition to gaining work experience, the goals of this program are for youth to learn the basics of finding, getting, and keeping a job; develop financial capability skills; and to begin exploring career opportunities in industries such as the trades, health care, and education. Desired outcomes include progress towards and/or completion of the Employability Skills Certificate; receiving credits towards graduation; and developing the positive work habits and skills needed to succeed in unsubsidized employment. BYS uses a Positive Youth Development approach in all of our employment programming. This approach supports youth independence, promotes a positive sense of self-worth, and helps youth make positive connections with people and social institutions. This program will be offered using two primary work experiences: 1) Summer Service Experiences and 2) Youth Job Center Employment Readiness Training.

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?

As the demographics in our client services statistics in section B show, YJC's demographics are majority BIPOC. Based on free/reduced lunch data, approximately 80% of Briarpatch's clients are low income. Briarpatch performs outreach to schools, churches, community centers, youth centers, law enforcement agencies, and to other organizations that have regular contact with youth. Staff from YJC programs actively seeks to engage LGBTQ+ youth, youth of color, and youth from low-income families. In addition, the agency maintains collaborations with GSAFE; Family Service Madison, Inc.; local Gay/Straight Alliances which are run entirely by high school students; Access Health Services; Literacy Network; YWCA Madison; Centro Hispano, Inc.; Badger Rock Neighborhood Center; Bridge-Lake Point-Waunona Neighborhood Center; Urban League of Greater Madison, Inc.; and United Refugee Services, Inc. These collaborations facilitate outreach to clients served by these organizations, provide opportunities for recruitment of minority staff and volunteers, and help our staff make culturally sensitive referrals to youth and their families.

As part of the program evaluation process, Briarpatch places a high value on youth input and client feedback. Clients of YJC receive regular follow-up calls from program staff for 12 weeks after job placement. These calls are critical in assessing program effectiveness and determining if client needs have been met. Client satisfaction surveys are used to solicit feedback for program evaluation and planning purposes.

- 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.

Below is the most recent data from 2025 for city funded program participants. 2024 numbers are similar.

Race	# of Participants	% of Total Participants
White/Caucasian	13	19
Black/African American	44	63
Asian	2	3
American Indian/Alaskan Native	0	0
Native Hawaiian/Other Pacific Islander	0	0
Multi-Racial	8	11
Balance/Other	3	4
Total:	70	
Ethnicity		
Hispanic or Latino	9	13
Not Hispanic or Latino	61	87
Total:	70	
Gender		
Man	22	31
Woman	45	65
Non-binary/GenderQueer	0	0
Prefer Not to Say	3	4
Total:	70	

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.

The program 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.

The primary population served by this program is youth of color, ages 14-21, facing multiple barriers to employment. Additionally, we will target youth from low-income families; youth with mild cognitive, emotional or behavioral disabilities; youth lacking positive adult role models; youth facing housing instability or homelessness; and court-involved youth. Recruiting for the Summer of Service Experience program will focus on youth ages 14-16 and will target youth from neighborhoods in the North, South Central and Southwest parts of Madison (e.g., BadgerRock, Vera Court, Kennedy Heights, Meadowood, Park Edge/Park Ridge, Moorland, Owl Creek). Youth Job Center staff consistently conduct job searches for our teens by attending job fairs and searching the web based job sites for opportunities that are close to the youth's school or home. These connections allow us to build new relationships and partnerships with potential employers. We undertake the first steps of inquiry and pick up applications and meet with potential employers if necessary. This approach allows us to build new working relationships with businesses that are close to the clients neighborhoods and are accessible if transportation is a barrier. Understanding the needs of the business community, and connecting youth to job opportunities that match their interests and skills, are significant factors impacting program success.

Briarpatch's offices are located in the South East Madison Service Area and is only two blocks from Badger Rock School. Furthermore, YJC regularly holds 4-5 hour outreach sessions at MMSD high schools.

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?

Youth in Madison face some of the most significant racial inequities in the nation. With this in mind, the Youth Job Center will continue to focus its service delivery on youth of color and youth from low income families. This population of youth has historically been over-represented in our local youth justice system and in the population of youth receiving municipal court citations. In 2021, approximately 90% of youth served by the YJC identified as a youth of color. YJC services will also be targeted towards youth with barriers to employment. These barriers may include: no previous job experience; the need for greater self-discipline; mild cognitive challenges; poor academic performance/credit deficiency; and the need to improve interpersonal skills.

In addition, Briarpatch employs several staff who are fluent in both English and Spanish. The agency offers all major documents in both English and Spanish. The agency is currently in the process of hiring a dedicated English-Spanish interpreter. For clients who speak Hmong or other languages, the agency relies on translation services provided by the UW, SWITS, or others.

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).

All of our staff receives extensive training in evidence-based practices regarding client engagement techniques. These techniques are imbedded in the philosophies of Trauma Informed Care, Harm

Reduction, Positive Youth Development, and Balanced and Restorative Justice which form the foundation of all services provided by Briarpatch. In simple terms, client engagement begins with listening to clients in a non-judgmental manner in order to discover their strengths, needs, and goals. This approach facilitates development of a trusting relationship with the quality of the client-counselor relationship widely recognized as the most important factor in helping people change.

Briarpatch strives to serve clients of diverse racial, ethnic, cultural, and economic backgrounds. The agency continues to pursue a variety of strategies to improve service delivery. Some of these strategies include: 1) client satisfaction and feedback surveys, 2) former clients serving as volunteers and board of directors members, 3) advisory committees composed of diverse individuals, 4) on-going staff trainings and in-services, 4) the staff Humanity (diversity) Committee, 5) youth program participant inclusion in the agency's 3-year strategic planning process.

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.,).

Summer Service Experiences: This community-based program is designed to provide youth with first-time work experiences in a highly-supported environment to youth ages 14-16. Program staff will begin recruiting youth in May 2027. The interview process will begin in June 2027. Once hired, participants will be provided with employment training, team-building and leadership training in a week-long orientation to the program. Programming will run for 7 to 9 weeks and include financial literacy training with Summit Credit Union. Based on youth input, career-exploration activities will also be included, depending on the interests of the group. Participants will then be provided with employment with Briarpatch for the duration of the summer completing various community betterment projects. Work to be completed will include a blend of community engagement, gardening & urban agriculture, and arts projects, all aimed at developing stronger bonds within the community to help reduce/prevent violence. All project work will include and be shaped by the voices and considerations of the youth participants. Should the youth want to take these projects in another direction, staff will work with them to make sure their voice is heard and validated in the execution of the projects. Program participants will be encouraged to maintain contact with BYS staff after the summer employment project has ended with these contacts focused on helping youth pursue additional employment opportunities. All youth working 45 or more hours over the summer will be eligible to earn school credit and can earn an MMSD Employability Skills Certificate. Outcome Objectives for the Summer of Service Experience Include: Approximately 75% of youth will earn an Employability Skills Certificate. Approximately 60 youth will complete the course of employment readiness training, and 40 youth will complete an entire summer of youth employment.

Youth Job Center Employment Readiness Training: The primary model used in this program will be pre-employment training followed by placement in traditional private sector jobs with job coaching/mentoring provided by Briarpatch staff. These private sector jobs will require various levels of skills. As proposed, working with our network of partners, we will provide a shared goal of moving youth along the continuum and into the next level of opportunity within their community and within our collaboration. This model offers the opportunity for youth with various levels of skill to develop/improve the following life skills: the ability to think creatively; the ability to make good decisions; the ability to solve problems; and the ability to work effectively with others. Once youth have successfully completed 20 hours of pre-employment training, they will be eligible for employment with one of our job site partners. YJC staff will provide employers with 1-3 candidates to interview based on youth interest and skill set. After the employer selects their preferred candidate, a placement meeting will be held to confirm work place expectations, review job duties, and to provide the youth and their supervisor with an opportunity to interact and tour the work place as applicable. Some employers may opt to utilize a youth's first day of work to review these topics rather than having a separate placement meeting. Youth Job Center staff will contact each job site to identify their preference regarding same. YJC staff maintains weekly communication with youth who obtain employment as well as with key stakeholders, (parents, supervisor, etc.) in order to address any concerns and to celebrate successes. This weekly check-in between program staff, job site supervisors, and youth will also be used to review each youth's job performance and to address any cultural factors that may be impacting the relationship between the youth and his/her supervisor. In consultation with the job site supervisor, the frequency and manner of these contacts may be adjusted as needed. Our partner organizations will provide employment opportunities for youth and help youth build new job skills consistent with the Positive Youth Development (PYD) objective of building employment competence. Youth Job Center staff will maintain weekly contact with each youth employed in a private sector job for the duration of the job or up to a maximum of 12 weeks in order to provide mentoring and support for youth. This weekly contact will include communication with the youth's

supervisor which will provide an opportunity to address any cultural factors that may be impacting the relationship between the youth and their supervisor. For youth employed in a summer service experience team position provided by Briarpatch, YJC staff will introduce youth to paid employment through service learning focused work with other youth and with an adult supervisor. This will provide YJC staff with the opportunity to assess and develop each youth's work readiness skills and provide youth with an opportunity to apply the employment knowledge and life skills they are learning. Regular check-ins with these youth at least once weekly for the duration of their employment experience will also occur. This is in addition to the daily contact and support that is provided by each of the work team supervisors. These regular contacts with youth provide opportunities for youth to take an active role in planning, implementing and assessing the program and support the PYD approach of developing positive connections with caring adults.

The Youth Job Center will provide youth and families with high quality programming that facilitates positive, evidence based outcomes. Whenever possible, family members will be actively involved with their youth in setting short and long term goals with agreed upon objectives. Throughout their involvement with the YJC, youth will participate in regular check-ins, receive feedback from staff, and discuss their accomplishments and progress. Youth, employer and parent feedback will help measure progress and drive the direction of individual check-in sessions. Youth Job Center staff will work collaboratively with MMSD staff to provide experience and instruction that can lead to MMSD high school credit. Following completion of their summer employment, youth will be offered the opportunity to continue regular check-ins for up to six months with YJC staff as a means of maintaining ongoing communication with youth and developing plans for the youth's next employment experience. Supplemental educational activities are also a key component of the employment services provided by Briarpatch. Youth receiving these services will participate in 4-5 training sessions that specifically support positive youth development and enhancement of life skills. These sessions will focus on team building, youth leadership development, financial literacy, and career awareness/development. Career awareness and development focuses on helping youth develop career aspirations and then helping them make connections between their career goals and the importance of education in achieving these goals. Youth will be recruited for program participation through a variety of means including: participation in other Briarpatch programs or partner agency programs, outreach at community events, outreach in schools, social media, referrals from the Briarpatch Street Outreach Program, and outreach at community centers. While outreach efforts will focus on BIPOC, LGBTQ+, and low-income communities, the program will be available to all youth. Program Models: Supported Community Based Work Crews, Youth Employment Training, Digital Employment Skill Education and Training, Employment Training And Placement Program Elements: Basic Employment Readiness Skills, Job Search Techniques, Positive Work Habits, Digital Applications and Skills Development, Financial Empowerment Education, Education and Career Planning

- 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: DLK Printing is located in the core priority area near Highway 12, Madison Mallards is adjacent to the northside core priority area, Babies and Beyond is located adjacent to the east side low employment priority area, Jersey Mikes is located in the east side core area, and Frostwood Farms and the Fitchburg Fire Department 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).
- i. 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	9:00 AM	8:00 PM
	See comments below.	
Tuesday	9:00 AM	8:00 PM
Wednesday	9:00 AM	8:00 PM
Thursday	9:00 AM	8:00 PM
Friday	9:00 AM	8:00 PM
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	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:

Hours above are when the Youth Job Center and BYS are staffed. Some early morning, weekend, and evening hours occur to accommodate youths' schedules and employer requirements. YJC periodically holds evening educational and training sessions during the school year at various locations throughout Madison.

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 Youth Job Center's family engagement has been directly informed by youth and families through Briarpatch's recent strategic planning process. Survey responses identified employment support and workforce development opportunities for youth, especially those experiencing housing instability or involved in the justice system, as an unmet need and a priority for future program investment.

In addition, Briarpatch's ongoing work with youth 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.

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.

- 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 Mike's Subs	Youth Employment provider	Noah Benson, District Manager	Yes
Farm & Garden (Frostwood Farm)	Employment and training for youth	Daniel Steinbring, Director of Youth Programming	Yes
Madison Mallards	Youth Employment provider	Samantha Rubin, General Manager	No
Fitchburg Fire Department	Employment exposure experience	Kim Miller, Administrative Service Manager	No
Summit Credit Union	Financial literacy training	Hannah Altwegg	Yes
Babies & Beyond	Employment exposure experience	Sophia Gundlach, Volunteer Coordinator	No

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

DLK Printing, Youth employment provider, Keon Hutson, owner, no MOU; IBEW Local 159, apprenticeship exposure experience, Pablo Baxter, Senior VP, no MOU.

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 (14-17) and we would welcome the chance to expand their offering to young adults.

What are the decision-making agreements with each partner?

Each partner has the ability to choose the number, duration, and duties of the participants they accept. In the case of the Frostwood Farm & Garden Project, the partner has the hiring responsibility for the youth involved. YJC staff members have regular check-ins with employment partners to assess the effectiveness of the program, promote program participant success, and address employer 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?

Developing community partnerships and collaborations is at the core of what we do as an agency. The services proposed herein will provide high quality employment experiences through the Youth Employment Network (YEN) collaborative network of youth employment providers (Briarpatch Youth Services, Common Wealth Development, Operation Fresh Start and Goodman Community Center, et al.). This network of providers will address the opportunity gap experienced by youth with barriers to employment and will provide a continuum of pre-employment training, job placement assistance, employment opportunities, and job coaching services for youth ages 14-21. This collaboration will also include the Madison Metropolitan School District's Personalized Pathways program which provides the opportunity

for youth with credit deficiencies to earn school credits for work hours. Several Community and Neighborhood Centers, as well as community providers in the City of Madison have agreed to support the services proposed herein (i.e. Community Centers located in: Lussier, East Madison, and community providers: Centro Hispano, Urban League). In addition, employment partnerships with the St. Isadore's Farm & Garden Project, and Madison Metropolitan School District. Briarpatch collaborates with more than 100 non-profit organizations on an annual basis in our work to identify community service opportunities for youth. For this grant proposal, specific partnerships with Common Wealth Development, Operation Fresh Start, Badger Rock Community Center, Bridge-Lake Point-Waunona Neighborhood Center, and the Madison Metropolitan School District(MMSD) will help provide a continuum of youth employment services and supportive employment opportunities for youth ages 14-21. Finally, Summit Credit Union will provide benefits of banking and financial literacy training to youth involved in the program. See attached Letters of Support: Summit Credit Union (financial literacy), Jersey Mike's (employment placement), St Isadore's Farm & Garden (training, employment placement).

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.

Approximately 60 youth will complete the course of employment readiness training, and 40 youth will complete an entire summer of youth employment. Approximately 75% of youth will earn an Employability Skills Certificate

- B. Program Outcomes

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

Youth facing challenges are less likely to maintain long-term employment. Briarpatch Youth Service's pre- and post-readiness assessment 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 are 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.

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: 75% of youth will complete pre-employment training.
--

Performance Standard	Targeted Percent	75%	Targeted Number	75%
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Client Case Files/MOST database				
Methodology: Success will be determined by group attendance, and demonstration of employability improvements as measured in outcome 2.				

Outcome Objective #2: 90% of youth who complete pre-employment training will achieve employment competency.				
Performance Standard	Targeted Percent	90%	Targeted Number	90%
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Pre-post testing				
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 #3: 80% of youth placed in a job will successfully complete at least 8 weeks of employment or the full term of their job placement.				
Performance Standard	Targeted Percent	80%	Targeted Number	80%
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Employer reports				
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.				

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. Additional data points are tracked in the Madison Out of School Time (MOST) database. 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)
Program Manager		.95 FTE	BYS
Youth Advocate		1 FTE	BYS

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

This program does not utilize volunteers.

- C. Other Program Resources Please list any other program resources or inputs (e.g., program space, transportation, equipment, or other supports) that are necessary for the success of your program. Are these resources currently in place? If not, describe your plan and timeline for securing them.

Briarpatch has the resources, facilities, and community partnerships necessary to successfully implement this program. 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 youth 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 the Youth Job Center.

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.

Not applicable.

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:

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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%	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 requesting 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
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
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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
						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