



Youth Violence Prevention 2023

APPLICATION FORM

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30 pm CST on **April 3rd 2023**

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

Please limit your proposal and responses to spaces provided in this form. Responses to this funding opportunity should be complete and comprehensive but succinct. Materials submitted in addition to this application form (unless otherwise asked for) will not be considered in the evaluation of the proposal. **Do not attempt to unlock or alter this form.** Font should be no less than 11 pt.

Complete and submit the application and other required documentation **BEFORE** the deadline. **No late applications will be accepted.**

If you have any questions **related to the content of the application**, please contact: Dominic Davis – ddavis2@cityofmadison.com or Yolanda Shelton-Morris – yshelton-morris@cityofmadison.com

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 Jen Stoiber – jstoiber@cityofmadison.com

Legal Name of Organization:	Operation Fresh Start	Total Amount Requested:	\$ 31,764
Program Name:	OFS Summer Outreach & Recruitment Program		
Brief Program Description:	A job-training program focused on the skills development of at-risk youth and recruitment of OFS program prospects in the community.		
Type of Program	<input type="checkbox"/> New Program <input checked="" type="checkbox"/> Program Expansion		
Contact Person:	Brian Polak	Email:	bpolak@opeartionfreshstart.org
EIN and DUNS #	EIN: 237108090 DUNS: 86695798		
Full Address:	2670 Milwaukee St., Madison, WI 53704	Telephone:	608-244-4721
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	

Target Population: The target population for this funding opportunity is youth and young adults ages 14-26 who previously have been, currently are, or at-risk of being involved with the juvenile justice system. Responses provided below should elaborate on the organization's experience working with this target population.

Organizational Qualifications:

- Briefly describe your organization’s experience implementing services relevant to youth at risk of engaging in violence and/or youth violence prevention programming.

Since 1970, Operation Fresh Start has empowered more than 8,000 emerging adults to find a pathway to a life-sustaining career. Jack Osteraas, a former police officer and juvenile detention counselor, developed the OFS model. The organization started as a way to provide young male offenders and youth who had dropped out of high school with a paid, 30-hour/week opportunity to

learn basic work skills, prepare to complete High School, secure and retain employment at the end of training and contribute to the community by renovating sub-standard housing into safe, affordable homes sold to low-income families. During the intervening years, OFS expanded its target population to include women, single parents, and in-school youth.

OFS has maintained its focus on the youth most at risk of engaging and/or being the target of violence. OFS's Legacy program, focused on job training, mentoring, and skills building, also functions as a community violence intervention for young adults who left high school without graduating or who are not on track to complete high school. Through the Legacy program, young adults have the opportunity to earn a high school diploma and driver's license while working on crews building affordable housing or improving Dane County parks. During their time at OFS, participants are paid a small stipend and earn an AmeriCorps Education Award to help pay for college classes after program completion. Participants in the Legacy program who were previously involved in the criminal justice system have an 11% recidivism rate compared to the almost 50% national rate.

According to the American Psychological Association, employment is strongly associated with reductions in community violence. When correctly implemented, community violence interventions--like OFS's Legacy program--can save lives and result in cost-savings to individuals, families, communities, and all levels of government. In order to expand opportunities for career and educational support, OFS has developed additional programming. In 2020, OFS implemented the Drive to Succeed program which offers mentoring, educational support, and driver's license attainment to youth who have been involved in the justice system. In partnership with Just Dane, participants are introduced to a mentor who acts as a positive influence supporting the young person in completing high school and offers help and guidance in finding work and preparing for a career.

In recognition that times of transition are most difficult for everyone but especially for emerging adults, OFS began the CareerScape program in 2021. CareerScape provides career counseling and case management for young adults who are not continuing their education following high school. Programming focuses on building a plan to help participants engage in career-sustaining employment growing generational.

Research has established a strong link between high school graduation and reduced crime. A study conducted by Fight Crime: Invest in Kids, a bipartisan anti-crime organization, found "high school dropouts are three and one-half times more likely than high school graduates to be arrested, and over eight times more likely to be in jail or prison." OFS addresses this challenge through a targeted engagement program, Options, that assists each young person in navigating a path to earning a high school diploma. OFS advises on options, assists with enrollment, and provides continual support through graduation.

OFS program participants are also co-enrolled in the OFS Drive program, which works with them to earn a driver's license, the second most required credential for employment (a high school diploma being the first). Driving without a license is one of the most common first offenses experienced by young people. Helping them attain a license mitigates that possibility. and a corollary for violence reduction.

2. Describe how your agency will build relationships and authentically engage with individuals and households served. Specifically include information on previous strategies used to authentically engage with youth who are previously, currently, or at-risk of juvenile justice involvement, BIPOC, and/or low-income households and individuals.

OFS has been built on the theory that the development of relationships with caring adults and mentors can reduce and reverse those negative outcomes. Through developing a bond with a young person and engaging through that bond in a developmental relationship, an emerging adult can transform their engagement with the community around them and make better choices leading to better outcomes. "The [bond] theory posits that offending behavior is caused by weakened or broken

social bonds with law-abiding people and institutions. Social bonds consist of four elements (attachment, commitment, involvement, and belief) and the presence of each element facilitates law-abiding behavior.” (The Encyclopedia of Criminology and Criminal Justice).

OFS develops motivational relationships with emerging adults based on The Search Institute’s Developmental Relationship Framework. This strategic engagement focuses on five relationship pillars of expressing care: challenging growth, providing support, sharing power, and expanding possibilities. “The Developmental Relationships Framework grew out of focus groups with young people, parents, educators, educators, youth workers, and others. It is the result of decades of rigorous analysis and input from millions of young people around the world. These young people helped us identify the actions that can contribute to their learning, growing, and thriving.” (Search Institute).

OFS programs are designed to meet young people where they are. OFS applies this idea in both the literal and philosophical sense. There are often barriers for this age group keeping them from accessing resources that OFS provides, but more importantly, they often need to learn what it is they need. Young people who are in this position, out of school and unsure of what to do with their lives, are left open to many negative outcomes. Through robust case management, wrap-around services, and the focus on strong mentors/participants OFS focuses on addressing of barriers young people experience and giving individualized attention to participants to aid them through the challenging transition from school into career-sustaining employment.

Program Design and Strategies:

1. Describe your organization’s program and proposed service delivery plan including recruitment and selection of participants, individual assessment process, anticipated number to be served, who will be served, duration, location, and goals.

This job training program will engage OFS program alumni who have been at high risk of engaging in criminal activity and/or have been victims of violent crime. As part of the Outreach and Recruitment Department, these Outreach Associates will learn vital job skills and help OFS connect with hundreds of prospective program participants who are seeking to take proactive control over their education and careers.

Over a 15-week period between May and August, the Outreach Associates will learn essential job skills, work side-by-side with the OFS Outreach Specialist, and be given specific independent goals and responsibilities. By the end of the summer program, these participants will have developed skills in public speaking, professional presentations, event planning, and problem-solving.

The program will commence in mid-May with a two-week professional employment boot camp led by OFS’s CareerPoint Coordinator focused on professional communications, office dynamics, presentation and public speaking skills, and self-advocacy. Upon completion of the boot camp, participants will assist OFS’s Outreach Specialist (who will function as the primary supervisor and mentor) on recruitment activities including attending neighborhood council events, sporting events, and other organized civics events throughout Dane County.

The participants will have specific individual goals as well as a group project to be completed at the end of the 16-week term. Individually, each participant will be required to track each face-to-face public interaction with a goal of reaching a minimum of 100 by the end of the term. Collectively, the participants will collaborate with the OFS staff to design and develop an open house event as a culminating project at the end of the term.

The program is more than a temporary summer job. As is the central focus of OFS programming, developing pathways to careers for the Outreach Associates is vitally important. As the summer season concludes, OFS staff will continue engaging the Outreach Associates on next steps in their lives and careers. They will be introduced to every program opportunity available at OFS, and introduced to prospective employers. If they choose to explore post-secondary education, OFS staff will help with the

school and FAFSA applications, and local school visits. Once the participants move into the next phase in their lives and careers, OFS staff will continue to follow up and engage, providing support and guidance, to ensure a smooth and grounded transition.

Outreach Associates will spend the vast majority of the time in the field, alongside OFS's Outreach Specialist, engaging members of the community, listening to their goals and needs, and funneling them into OFS programs based on their conversation. Over the course of the summer Outreach Associates will develop strong public speaking skills, interpersonal instincts, and confidence that will allow them to flourish in the next phases of their lives. Additionally, they will have helped hundreds of young people on their own path to an education and self-sustaining career. In the end, the Outreach Associates will complete the program with the skills necessary to succeed in their chosen careers, and they will have a dedicated staff in their corner providing guidance and support when they need it.

2. Describe the outreach/marketing and/or referral methods your organization intends to employ to generate participation in the program to reach the target population.

This program is intended to reach two target populations. The first includes the three Outreach Associates who will be trained and tasked with outreach and recruitment goals. These participants will be OFS Legacy program alumni who have earned their high school diplomas and driver's licenses. OFS direct service staff will collaborate to create a list of potential alumni and current participants who are scheduled to complete the Legacy program prior to the start of this program. Focus and preference will be given to those participants who have been touched by the criminal justice system, or are in danger of becoming justice-involved. Staff will then engage this list of recruits and invite them to apply for the positions. Interviews will then be conducted to determine the participants who are best suited for and can most benefit from the experience.

The second target population for this program includes prospective OFS participants throughout the community. The three Outreach Associates will engage with 300 prospects in the community through organized face-to-face events and flyering campaigns. Their primary goal is to reach 300 prospects through organized face-to-face events, texts, social media, and flyering campaigns. Their secondary goal is to funnel these prospects into the culminating Open House event on August 23rd. Their work will be supported by the Outreach Specialist as well as the OFS marketing and communications team.

3. Describe how the program will facilitate the engagement of participants' families in the program.

How will the program work with families to improve outcomes for the youth?

At the front end of the program, parents and family members will be invited to an information session to provide them with the information they need about the work their family member will be conducting and to set expectations.

OFS programming is built around the development of agency and autonomy for the emerging adult participant. There are professional expectations for the three Outreach Associates, which requires them to take responsibility for themselves and their requirements for work. As appropriate, and based on the individual needs of the participants, family members will be engaged to ensure their needs are met and the participant is put in a position to succeed in the program. Although Outreach Associates' interactions will focus on other emerging adults, outreach will include parents, guardians and other positive adults that could facilitate the connections with the young person.

All family members will be invited to the culminating Open House at the end of the program term.

4. Describe activities that will be provided to help build youth skill development and community connectedness for youth and their families.

The Program Manager and her staff will work directly with the OFS CareerPoint Coordinator to develop the professional skills they will need to be successful in this position. This includes public

speaking, professional presentations, and appropriate soft skills for office and in-person community work. Additionally, the Outreach Specialist will be the primary mentor throughout the program, providing mentorship, coaching, and guidance to ensure the participants and comfortable, feel safe, and are engaged in the program. This will additionally include weekly case management meetings amongst OFS staff to review the activities and progress of the participants, making necessary adjustments as needed to ensure the program provides the necessary tools and support for the participants.

5. Proposed Timeline for Implementation (please use an additional sheet if you need more room)

Activity	Estimated Start and Completion Dates
Program Timeline	Mid-May through August 23rd
Skills boot camp with CareerPoint	Mid-May-June 2
In-Person Outreach Events (TBD)	June 5-August 1
Open House Planning Period	August 1-22
Final Project: Open House	August 23
Job/Education Placement	August 1-TBD
Follow-up Period	September 1-December 31

Staffing and Scale:

1. Proposed service numbers: Please complete the table below. Include number of unduplicated participants to be served, adult to youth/young adult ratios, number of service hours to be provided and frequency of activities or meetings. If you are proposing to provide a summer program at more than one location and the program structure is the same for all locations, please list all of the locations in the “Location(s)” cell in the table below. If the program structure varies amongst locations, please complete the rows for “Location #2” and the question following the table for any additional program locations.

Youth & Young Adult Violence Prevention Programming	Frequency* of Activities/Meetings	# of Service Hours Per Program Day	Annual Duration**	Adult to Youth/Young Adult Ratio	Unduplicated Participants
Location(s): Operation Fresh Start					
Summer	4 days/week for 16 weeks	5	16	5/3	3
Location #2: Various Dane County Locations					
Summer	1-2/week for 16 weeks	TBD	16	1/3	10 per engagement event (goal of

					300 by end of program)
--	--	--	--	--	------------------------

*Frequency=number of times per week, month, year (i.e. 5 days per week, 2x per month, 4x per year)

**Annual Duration=number of weeks or months annually (i.e. 10 weeks, 6 months)

If applicable, please list any other locations with differences in the program structure as compared to the summer programs included in the table above.

n/a

2. **Personnel:** List all staff that will be working on the proposed program/project, including volunteers. (please use an additional sheet if you need more room)

Staff Title	FTE	Duties
Outreach Specialist	.25	Primary supervisory role for Outreach Associates
Drive to Succeed Coordinator	.2	Engaging with justice-involved participants, creating mentoring relationships, and aiding in the transition into employment or education.
Program Manager	.15	Overseeing CareerScape, CareerPoint, and Drive to Succeed programs.
Outreach Associates (3)	1.5	Working alongside the OFS Outreach Specialist, engage in outreach and recruitment efforts over the course of 16 weeks between May and August.
CareerPoint Coordinator	.05	Responsible for skills development and training at program start.

3. **Outcomes:** Funded programs will be required to collect data and report on three outcome measures. Programs are encouraged to identify an additional outcome measure of interest. In the box below, describe the outcome measure and measurement tools and data collection process you might use to document and report the impact of your program.

Outcome Objective #1	Skills Development			
Performance Standard	Targeted Percent	100	Targeted Number	3
	Actual Percent of Actual Total Enrollees		Actual Number	
Measurement Tool(s) and Comments: Participants demonstrate professional skills including written communications, public speaking, and protocols for interfacing with the public.				

Outcome Objective #2	Community Engagement			
Performance Standard	Targeted Percent	100	Targeted Number	300

	Actual Percent of Actual Total Enrollees		Actual Number	
Measurement Tool(s) and Comments: Each individual participant will engage with 100 unduplicated individuals face-to-face, collect contact information, and invite them to the Culminating Open House.				

Outcome Objective #3	Culminating Open House			
Performance Standard	Targeted Percent	100	Targeted Number	225
	Actual Percent of Actual Total Enrollees		Actual Number	
Measurement Tool(s) and Comments: 75% of the 300 face-to-face contacts will attend the open house. This will be tracked based on referral name given at event sign-in.				

Cultural Relevance and Language Access

1. **Capacity and Strategies:** Describe your organization’s capacity and strategies to ensure language access and cultural relevance for your target population.

OFS began in 1970 as a way to provide young male offenders and youth who had dropped out of high school a paid opportunity to learn job skills, prepare for the high school equivalency exam, secure and retain employment, and contribute to the community by renovating sub-standard housing into safe, affordable homes. The term “cultural competence” had not yet been coined when OFS was founded, but these skills and abilities are part of the organizational DNA and a primary reason for decades of success.

OFS programming is built upon a researched-based developmental relationships model and is focused on building transformative relationships with trauma-informed care. Through a strength-based relationship with caring mentors, young people can overcome childhood poverty and trauma to achieve success. These relationships are developed by program managers, teachers, and supervisors who have participated in multi-day cultural competency training. OFS management has engaged in a series of diversity, equity, and inclusion training during the last year with the goal to learn and share new/best practices staff-wide. OFS’s Equity Learning Committee is tasked with sustaining an equitable and inclusive culture with a culturally relevant curriculum.

OFS programming is delivered by a diverse staff, bilingual in Spanish, and Hmong. Two-thirds of the staff working for CareerScape and Options programs are People of Color. Throughout its history, OFS has listened to the needs of the community, evolving to include conservation and healthcare programming as well as educational outreach initiatives such as Options. In over 50 years since its founding, OFS serves a diverse community of participants—80% of whom reside in underserved neighborhoods, over 80% are people of color, and 73% come from families living below the poverty line—on a path toward self-sufficiency.

Operation Fresh Start has a multilingual staff, fluent in Spanish and Hmong. When needed, OFS staff has access to Language Line, which specializes in providing interpreting and translation services, as well as an “accessibility binder” centrally located in the lobby of the office that provides additional guidance on language access and interpretation services.

2. Staff Demographics: Does the staffing of the program reflect the racial and cultural diversity of program participants? If not, what plans do you have to address this?

The staffing of this program will reflect the racial and cultural diversity of the program participants. Roughly 70% of current Legacy program participants identify as BIPOC. Of the 5 staff members engaged with this program, 3 identify as BIPOC and 3 identify as women.

Budget and Funding:

You may be asked to submit additional information on agency finances and/or your most recent audit statement.

1. Project Budget:

BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED
A. Personnel Costs (Complete Personnel chart below)		
1. Salaries/Wages (show detail above)	\$29,516	\$25,895
2. Fringe Benefits and Payroll Taxes	5,446	4,729
B. Program/Project Costs		
1. Program/Project supplies and equipment	\$750	\$500
2. Office Supplies	\$400	0
3. Transportation	\$640	\$640
4. Food	0	0
5. Other (explain)	0	0
C. Space Costs		
1. Rent/Utilities/Telephone	\$424	0
2. Other (explain) Administration and reporting	\$475	0
D. Special Costs		
1. Other (explain):	0	0
2. Other (explain):	0	0
D. TOTAL (A + B + C +D)	37,651	\$31,764

2. Additional Information on Budget (if needed):

The Outreach Associates are included within staffing although their employment development is an income. They will be receiving a training wage of \$20/hour for 20 hours/week over 16 weeks.

3. What percentage of total Agency Budget is this project?

1%

4. Other Funding: What other funding do you anticipate pursuing if the project is expected to continue?
Individual contributions will be another source of funding for this project.