



CRISIS INTERVENTION AND PREVENTION SERVICES

2025 REQUEST FOR PROPOSAL (RFP) APPLICATION

Part 1 – Organization Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30pm September 22nd, 2025

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

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

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

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

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

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

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

APPLICANT TYPES

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

Single Applicants

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

Joint/Multi-agency Applicants

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

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

Part 1 - Organization Narrative Form

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

Legal Name of Organization:	Operation Fresh Start	Total Amount Requested:	\$ 85,000
All program(s) connected to your organization:	Program Name: Drive to Succeed Amount Requested: \$ 85000 Applicant Type: Joint Application - LEAD Program Type: Building Community & Stabilization: ADULTS & FAMILY List Program Partner(s) (if applicable): JustDane		
	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):		
	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 Nancy Saíz nsaiz@cityofmadison.com</i>		
Contact Person for application (Joint Applications - Lead Org):		Email:	
Organization 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 <i>(if no)</i>	

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

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

Operation Fresh Start (OFS) has equipped emerging adults ages 16–24 with education, paid work experience, and mentoring since 1970. Our mission is to build long-term stability by embedding wraparound supports—transportation, meals, mental health access, emergency funds—enabling participants to achieve diplomas, credentials, and employment. The proposed Drive to Succeed program, co-led with JustDane, extends this proven crisis prevention and community stabilization model to justice-involved young adults 18-24 through mentoring, reentry planning, mobility support, and warm handoffs to essential services.

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

For over five decades, OFS has delivered programs that directly align with the City's Crisis Intervention and Prevention priorities by reducing risk factors and strengthening protective factors. Our relevant programs include:

- Legacy Program (1970): Education, paid work experience, and wraparound support.
- Drive Program (2019): Driver's education and case management.
- Drive to Succeed (2020): Justice-involved youth support (with JustDane).
- Build Academy (2019), Conservation Academy (2023), CareerPoint (2022): Industry-specific workforce training.

These programs address immediate crises by providing meals, transportation, and emergency funds while fostering long-term stability through education, career development, and community connection. With enrollment demand at record levels, OFS is well-positioned to advance the City's goals of crisis prevention and equitable opportunity.

- 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."

In the past two years, Operation Fresh Start has undergone a planned leadership transition and organizational strengthening. Brian McMahon became Executive Director after the retirement of long-time leader Greg Markle; having advanced from crew supervisor to Deputy Director over decades at OFS, Brian brings both continuity and deep organizational knowledge. To meet record program demand and create advancement opportunities for staff, OFS added new director-level roles in Empowerment and Strategic Initiatives, Legacy and Conservation, and Build Academy and Construction—all filled by experienced internal leaders. The organization also added a Data Coordinator and a Development Specialist, expanding capacity to track outcomes, manage grants, and sustain growth. At the same time, OFS has engaged in a comprehensive strategic planning process with Wood Communications, using stakeholder interviews and staff/board input to define measurable goals for the next phase of growth. Together, these shifts have strengthened leadership depth, infrastructure, and long-term sustainability, positioning OFS to deliver Drive to Succeed and other programs with greater stability and impact.

- 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."

Over the next two years, Operation Fresh Start will implement a new strategic plan that sets measurable goals for growth, equity, and sustainability. Anticipated changes include expanding mental health supports, innovating and piloting creative program models, and using participant and stakeholder feedback to strengthen and adapt programming. With enrollment demand at record levels, OFS expects continued capacity growth to address the complex needs of participants while preserving the individualized support that defines its model. Deepened partnerships with JustDane, employers, and other community organizations will also be central to expanding opportunities and building protective factors that reduce crisis and promote community stabilization. These shifts will ensure programs like Drive to Succeed remain responsive, culturally relevant, and sustainable, improving long-term outcomes for emerging adults across Dane County.

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

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

The Drive to Succeed Program Coordinator must have experience in program management, case management, and serving justice-involved adults from diverse backgrounds. Key qualifications include knowledge of education systems and the ability to build partnerships with schools, parole officers, and community organizations. JustDane's JustConnections Coordinator requires expertise in recruiting, training, and supervising volunteer mentors.

Both organizations mandate ongoing professional development in trauma-informed care, Adverse Childhood Experiences (ACEs), culturally responsive services, and restorative justice practices. This ensures staff are fully equipped to meet the complex needs of participants and deliver services that are both empathetic and effective. This ongoing investment in our staff ensures service delivery is not only effective but also deeply empathetic and culturally grounded

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

Program name: Drive to Succeed

Program type: Building Community and Stabilization

List all joint or partner applicants involved in this program and include their website links (for reference to their mission and vision statements) JustDane - <http://justdane.org>

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?

OFS and JustDane have built a collaborative partnership grounded in shared values of equity, trauma-informed and culturally responsive care, and meeting participants where they are. The relationship began in 2019 when JustDane launched Healing House, Dane County's first medical respite center for families experiencing homelessness. OFS partnered by providing youth crews, who served as the general contractor to transform the building into a safe and supportive space. This successful collaboration built trust and set the stage for deeper partnership. In 2020, as community concerns grew about rising car thefts and the lack of support for justice-involved young adults, OFS and JustDane came together with stakeholders to launch Drive to Succeed. The program was intentionally designed to combine OFS's strengths in education, career training, and wraparound supports with JustDane's expertise in mentoring, reentry services, and volunteer engagement, creating a holistic model that neither organization could provide alone.

Since then, the partnership has demonstrated adaptability and resilience. COVID-19 restrictions delayed the intended launch of jail-based cohorts, but the partners quickly pivoted to community cohorts to ensure continuity of support. In July 2025, the first in-jail cohort was successfully launched, expanding the reach and impact of the program. Staff from both organizations meet regularly for program planning, participant review, and continuous improvement, ensuring that services are coordinated and responsive to participant needs. With more than five years of collaboration and a proven ability to innovate together, OFS and JustDane are well positioned to sustain and strengthen Drive to Succeed in the years ahead.

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?

The partnership between OFS and JustDane is both necessary and strategic. Each organization brings deep experience, complementary strengths, and a proven track record of impact for justice-involved young adults.

Longevity and trust: Both OFS and JustDane are longstanding community institutions, each serving Dane County for over 50 years. This longevity reflects deep roots, strong community trust, and proven ability to adapt services to changing community needs.

Proven impact: JustDane's reentry initiatives consistently achieve 2-year recidivism rates of only 9–15%, compared to the Wisconsin state average of 67%. OFS programs also demonstrate measurable success: in 2024, the Build Academy achieved an 82% job placement rate and the Conservation Academy reached 100% placement. Additionally, OFS's most recent participant climate survey found that 95% of young adults reported feeling a strong sense of belonging, trust, and safety in its programs—protective factors that are directly linked to preventing reoffending.

Complementary strengths: JustDane contributes expertise in mentoring, peer support, AODA navigation, and reentry planning, while OFS provides education completion, driver's license programming, financial literacy, career counseling, and job placement pathways. Together, these services offer both relational supports (trusting mentors, circles of support) and structural supports (credentials, mobility, employment, housing, and wellness connections).

By combining JustDane's field-tested relational model with OFS's comprehensive wraparound supports, the Drive to Succeed program offers a holistic approach to crisis prevention and intervention. This partnership is uniquely positioned to break cycles of justice involvement and build long-term stability for young adults in Dane County.

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?

OFS serves as the lead agency for Drive to Succeed, providing overall program oversight, fiscal management, and coordination. OFS staff lead case management, career counseling, employment training, and life skills workshops, and they support participants in earning diplomas or HSEDs and driver's licenses. In addition, OFS provides wraparound supports and connections to resources—including housing and mental health referrals, transportation assistance, and emergency funds—to address participants' complex needs. OFS also manages program design, data tracking, and reporting to ensure accountability and continuous improvement.

JustDane complements this role by providing the mentoring and reentry components of Drive to Succeed. Its JustConnections Coordinator recruits, trains, and supervises volunteer mentors, facilitates group mentoring, and ensures that mentoring is fully integrated with the program's educational and employment supports. JustDane also offers peer support and reentry services, drawing on its long-standing expertise with justice-involved adults. This division of responsibilities ensures participants receive both structural supports (education, credentials, driver's licenses, and resource connections) and relational supports (mentoring, trust,

and reentry guidance)—a combination that reduces recidivism, strengthens protective factors, and promotes long-term stabilization. Staff from both organizations meet regularly for program planning, participant review, and evaluation, ensuring services remain coordinated, culturally responsive, and effective.

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

OFS and JustDane anticipate potential challenges such as coordinating logistics across two agencies, aligning data systems, sustaining volunteer mentor capacity, and navigating unpredictable access to jail cohorts as demonstrated during the height of the COVID-19 pandemic. These challenges are addressed through regular joint planning and staffing meetings, clear Memoranda of Understanding, and transparent communication to ensure services remain consistent. JustDane brings strong infrastructure for recruiting and training mentors, while OFS provides data coordination, program oversight, and wraparound supports. In partnership with the Dane County Sheriff's Office and reentry coordinators, the agencies work proactively to manage jail access, and have demonstrated adaptability by shifting to community cohorts when needed. Because the partnership has established systems, shared goals, and proven resilience, these barriers are manageable and will not compromise Drive to Succeed's ability to reduce recidivism, strengthen protective factors, and promote long-term stabilization for participants.

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

"When I opened up about my sexual assault, OFS staff didn't just listen—they took action. They helped me find therapy and even drove me to my sessions. I didn't have to face that part of my healing journey alone." – OFS Participant, 2024

This quote illustrates our capacity to respond to trauma, a critical component of crisis prevention. Over 70% of our participants identify mental health as a top need, and national data shows high rates of sexual violence among the low-income youth and youth of color we serve. Our embedded partnership with Anesis Therapy provides culturally responsive, trauma-informed care, ensuring we can address these profound needs while focusing on our core work of building stability through education and employment.



CRISIS INTERVENTION AND PREVENTION SERVICES 2025 REQUEST FOR PROPOSAL (RFP) APPLICATION

Part 2 - Program Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30pm September 22, 2025

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

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

JOINT/MULTI-AGENCY APPLICANTS

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

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

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

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

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

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

Part 2 - Program Narrative Form

Program Name:	Drive to Succeed	Total Amount Requested for this Program:	\$ 85,000
Legal Name of Organization:	Operation Fresh Start, Inc	Total amount Requested for Lead/Single Applicant	\$ 70,000
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):	JustDane	Total Amount Requested for Partner 1:	\$ 15,000
		Total Amount Requested for Partner 2:	\$
		Total Amount Requested for Partner 3*:	\$
Program Contact: Lead Organization Contact		Email:	Phone:
Program Type: Select ONE Program Type for this form.			
<input type="checkbox"/> Crisis Intervention Support Services: 24/7 Helpline <input type="checkbox"/> Crisis Intervention Support Services: Shelter Services <input type="checkbox"/> Prevention Services and Activities: Community-Based Individual/Family Support <input checked="" type="checkbox"/> Prevention Services and Activities: Building Community and Stabilization <input checked="" type="checkbox"/> Adults and Families <input type="checkbox"/> Youth ages 12-18 years old			
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.

Justice-involved young adults ages 18--24 in Dane County---especially Black young people---face systemic inequities and unmet needs that drive disproportionately high rates of arrest and reincarceration. In 2021, Black youth in Dane County were arrested at nearly eight times the rate of their White peers (Dane County Human Services, 2022). Wisconsin has some of the nation's most extreme racial disparities, with Black residents more than 12 times as likely to be incarcerated as White residents (The Sentencing Project, 2021). Once justice-involved, young adults in Dane County experience some of the state's highest rates of return: a United Way report found that 66% of individuals released from prison returned within two years (United Way Dane County, 2024).

These high rates reflect not only unmet needs but also systemic bias in policing and supervision, where young Black adults face disproportionate surveillance and reincarceration. Structural inequities---including barriers to education, employment, stable housing, reliable transportation, and navigating probation or parole---further compound risk (Pew Charitable Trusts, 2019).

OFS participant data confirm these challenges: most are low-income, many lack a diploma or driver's license, and mental health needs are common. Drive to Succeed responds by helping young adults build protective factors proven to reduce recidivism: supportive relationships, access to education, and pathways to stable employment. A central focus is helping participants earn a high school diploma or equivalent and obtain a driver's license---two milestones strongly linked to long-term stability and reduced recidivism (RAND Corporation, 2013; Brookings Institution, 2015).

The urgent, unmet need for these targeted services is quantitatively demonstrated by our current waitlist of 16 eligible young adults specifically for the jail cohort, a number that far exceeds our current capacity to serve them promptly. Together, this

data demonstrates the critical need for targeted, culturally responsive interventions that address both systemic inequities and practical barriers to success.

- 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?
Reduce recidivism among justice-involved young adults (18–24) by strengthening protective factors—mentoring, licensure, diploma/HSED progress, employment pathways, and coordinated reentry supports—delivered through a culturally responsive, trauma-informed model.

- 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.

Drive to Succeed is a collaborative program co-led by Operation Fresh Start (OFS) and JustDane that supports justice-involved young adults ages 18–24 through mentoring, education, mobility, financial literacy, and wraparound reentry planning. The program operates jail cohorts and community cohorts, meeting participants where they are in their justice involvement.

Jail cohorts: Referred by the Dane County Sheriff’s Office, participants engage in mentoring and individualized resource planning while incarcerated. Building trusting relationships inside the jail increases the likelihood of continuing services after release. Each participant leaves with a reentry plan connecting them to OFS programs—such as Drive (driver’s education), Legacy (diploma + employment), CareerPoint, Build Academy, or Conservation Academy—along with housing, mental health, and financial literacy resources.

Community cohorts: Referrals come from probation, the Community Restorative Court, and community partners. Some participants transition from jail cohorts; others are referred directly. These cohorts focus on stabilization and resource navigation, helping participants pursue education, obtain a driver’s license, complete financial literacy training, secure employment, and connect with housing and wellness supports.

Core elements include:

- Group mentoring led by JustDane
- Individualized support and coordination from OFS staff
- Wraparound resources: education and employment pathways, financial literacy, housing and mental health referrals, transportation, and emergency supports

By engaging young adults in jail and continuing in the community—or beginning directly in community cohorts—Drive to Succeed provides continuity of care, strengthens protective factors, and reduces recidivism. Participants leave with a concrete plan for success and the resources and relationships needed for long-term stability. This model directly aligns with the City of Madison’s Crisis Intervention and Prevention priorities by addressing barriers before they escalate and equipping participants to avoid further justice system involvement.

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?

Intended service population: Drive to Succeed serves justice-involved young adults ages 18–24 across Dane County, including Madison. Participants are referred through the Dane County Jail, probation and parole, the Community Restorative Court, and community partners. Over 90% of Drive to Succeed participants are young adults of color who come from low-income households and face overlapping barriers such as incomplete education, lack of a driver’s license, unemployment, AODA challenges, housing instability, and mental health needs. Because justice involvement disproportionately impacts young people of color, programming is culturally responsive, trauma-informed, and accessible with interpretation services and plain-language materials when needed.

How participants informed design: Drive to Succeed was shaped through focus groups, annual surveys, and cohort debriefs. Young adults consistently prioritized driver's license access, education completion, housing, employment, financial literacy, and mental health/AODA supports. In response, the program integrates resource planning in jail, stabilization and skill-building in cohorts, and warm handoffs into OFS programs (Drive, Legacy, CareerPoint, Build, Conservation) or external resources. JustDane adds mentoring, reentry support, and AODA expertise. This continuous feedback loop ensures the program remains participant-informed, culturally relevant, and aligned with community needs, while strengthening protective factors that reduce recidivism.

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

Race	# of Participants	% of Total Participants
White/Caucasian	1	7%
Black/African American	10	72%
Asian	1	7%
American Indian/Alaskan Native	0	0%
Native Hawaiian/Other Pacific Islander	0	0%
Multi-Racial	0	0%
Balance/Other	2	14%
Total:	14	
Ethnicity		
Hispanic or Latino	2	14%
Not Hispanic or Latino	12	86%
Total:	14	
Gender		
Man	12	86%
Woman	2	14%
Non-binary/GenderQueer	0	0%
Prefer Not to Say	0	0%
Total:	14	

Comments (optional): We are currently expanding our capacity and will see an increase in participants. OFS currently has a waitlist for the jail cohorts.

- 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.

Language access: At intake, participants' preferred language is recorded. OFS and JustDane employ multilingual staff and provide interpretation and translation in both jail and community cohorts. Core materials are written in plain language, and referrals to housing, AODA, and mental health providers prioritize bilingual services.

Cultural relevance: Staff and mentors are trained in trauma-informed care, cultural humility, and best practices for working with justice-involved adults. Ongoing input from participant surveys, focus groups, and cohort debriefs guides program adjustments so services reflect the voices and needs of those most impacted.

These practices ensure Drive to Succeed is linguistically accessible and culturally responsive, building trust and enabling full engagement in mentoring, education, mobility, and reentry planning.

- D. Recruitment and Engagement Strategy:

a. **Recruitment & Outreach:**

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

Drive to Succeed reaches participants through a mix of system partners, community networks, and peer connections. For jail cohorts, the Dane County Sheriff's Office and jail staff identify eligible young adults and invite them to orientation sessions where OFS and JustDane staff explain the program and begin building trust. For community cohorts, referrals come through probation and parole officers, the Community Restorative Court, and other justice partners. Additional participants are referred by community organizations, JustDane's volunteer mentor network, and Operation Fresh Start alumni, whose word-of-mouth recommendations help overcome skepticism. Outreach includes in-jail presentations, one-on-one meetings with caseworkers, and community information sessions at OFS and in the community, ensuring that justice-involved young adults encounter the program at multiple touchpoints and have clear, welcoming pathways to engagement.

b. **Addressing Barriers to Participation:**

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

Recognizing that participants face overlapping barriers, Drive to Succeed integrates supports that remove obstacles to engagement. Transportation is addressed through bus passes, gas cards, donated bicycles, and location choices accessible by transit. Our primary service location at Operation Fresh Start (2670 Milwaukee Street, Madison) was strategically selected for its high accessibility via Madison's public transit system, ensuring that City of Madison residents, who constitute the majority of those we serve, can reliably reach our services. Scheduling is flexible, with the option to begin programming while incarcerated and continue immediately upon release, or to enter directly into a community cohort when referral happens later. Language access is built in through multilingual staff, professional interpretation, and plain-language materials. Because many participants have had negative experiences with institutions, relationship- and trust-building is a central focus from the first point of contact, and participants are supported by the same staff after release to ensure continuity. The program also helps stabilize urgent needs by connecting participants to daily meals (OFS served over 14,000 meals in 2024), work gear, dental clinics, housing, AODA and mental health providers, financial literacy training, and OFS's emergency fund.

c. **Enrollment & Engagement Approach:**

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

Enrollment begins with a one-on-one interview between OFS staff and each potential participant. This conversation ensures the program is a good mutual fit, sets expectations, and begins building trust. For those moving forward, staff complete a needs and risk assessment and work with the participant to co-create an Individual Reentry Plan. These plans identify goals in areas such as education, driver's licensing, employment, housing, AODA/mental health care, and financial stability. Participants also have the opportunity to set personal goals—such as rebuilding family relationships, pursuing hobbies, or developing leadership skills—ensuring the plan reflects their own priorities. Plans are revisited and updated regularly in collaboration with the participant.

Engagement is maintained through a combination of small-group mentoring sessions (facilitated by JustDane-trained volunteers) and one-on-one case management (led by OFS staff). This dual approach balances accountability and peer support with individualized resource navigation.

The program uses culturally responsive, trauma-informed practices at every stage. Multilingual staff and interpreters ensure language access, while program pacing and content are adjusted based on participant feedback gathered through surveys, focus groups, and cohort debriefs. Participants who start in jail are invited to continue with a community cohort upon release, while those referred from the community begin services immediately—often within the same week of intake.

3. PROGRAM LOCATION, DESCRIPTION, AND STRUCTURE

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

Program type: Prevention Services & Activities – Building Community & Stabilization. Drive to Succeed provides structured, cohort-based reentry support for justice-involved young adults ages 18–24. The program operates both jail cohorts and community cohorts, creating continuity from incarceration to community life.

Cohorts follow a tiered structure:

- Tier 1 (Weeks 1–3): Orientation, trust-building, and introduction to OFS resources including high school diploma/HSED completion, driver's license programming, employment training, and wraparound supports.
- Tier 2 (Weeks 4–8): Personal development and system navigation, including financial literacy (delivered by partners), peer mentoring and AODA supports (JustDane), probation/reentry education, housing and employment readiness, and fatherhood programming where relevant.

Core activities include:

- Group mentoring facilitated by trained JustDane volunteers.
- One-on-one case management from OFS staff to co-create individualized reentry plans.
- Education, mobility, and employment services including access to OFS's Legacy, Drive, Build, and Conservation Academies.
- Barrier removal supports such as meals, work gear, dental clinics, bus passes, gas cards, donated bicycles, and emergency funds.

Expected participant outcomes include leaving the program with:

- A concrete reentry plan tailored to individual goals.
- Improved stability through education progress and diploma attainment, driver's license attainment, and/or employment placement.
- Connections to housing, AODA, and mental health supports that reduce barriers to success.
- Trusted relationships with mentors and case managers that continue beyond the cohort.

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

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

Drive to Succeed is anchored in evidence-informed practices proven to reduce recidivism and build long-term stability. Both OFS and JustDane operate with a trauma-informed, culturally responsive approach: staff and mentors receive ongoing training, and programming is shaped by individuals with lived experience of incarceration and reentry. This combination ensures services are not only professional but also authentic and relatable to participants' lived realities.

Mentoring is at the core of the model. JustDane's volunteer mentors and peer supports provide steady encouragement, accountability, and relationship-building. Because many mentors bring lived experience, participants connect with trusted adults who understand the challenges of reentry. This approach fosters belonging, trust, and hope—protective factors consistently linked to reduced reoffending.

The program also prioritizes continuity of care. Participants who begin in jail are invited to continue in a community cohort after release, preventing the service gaps that often lead to setbacks or violations. At intake, OFS staff work with each participant to co-create an Individual Reentry Plan that sets clear, attainable goals. Plans often include education completion, driver's license attainment, employment, housing, AODA or mental health care, and personal development priorities. By centering participant voice, these plans build buy-in and strengthen accountability.

Finally, Drive to Succeed uses a tiered cohort structure that scaffolds growth. Early weeks focus on orientation and exposure to resources, while later sessions emphasize personal development, financial literacy, and navigating systems like probation, employment, and housing. This progression allows participants to build stability step by step, laying the groundwork for long-term success.

Together, these practices combine relationship-based support with individualized resource navigation, aligning directly with the City's Crisis Intervention and Prevention priorities. They not only stabilize participants in the short term but also equip them with the tools, skills, and connections to thrive long after the cohort ends..

- C. **Program/Service Schedule and Location:** Please fill out the charts below to describe the schedule for your proposed program or service, including days and hours that services, classes, workshops, or other activities will be operating (if your staff operates during varied hours, please give your best overview of when your staff are interacting with clients).
- If your program operates at **multiple locations** with the **same schedule**, please list all locations **TOGETHER** in **TABLE 1** and include the schedule of operation
 - 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
 - If you are submitting a **JOINT/MULTI-AGENCY** application:
 - Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)
 - Use **TABLE 2**, in addition to table 1, if the service is operating at **multiple locations** with **different hours**

Table 1:

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	1:00 PM	3:00 PM
	jail cohort group sessions	jail cohort group session
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*

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	5:30 PM	7:30 PM
	community cohort group sessions	community cohort group sessions
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:

Drive to Succeed operates across both jail and community settings to ensure participants have consistent access to supports at every stage of reentry.

Program locations: Jail cohorts are delivered inside the Dane County Jail in partnership with the Sheriff's Office. Community cohorts and case management are offered at Operation Fresh Start, 2670 Milwaukee Street, Madison, with additional community-based sites used as needed to increase accessibility.

Schedule: The program runs four cohorts annually, typically two to three jail cohorts and one to two community cohorts, with about six participants per group. Cohorts meet weekly for 60–120 minutes of structured group mentoring. Participants also receive ongoing one-on-one case management scheduled flexibly during business hours, with accommodations made for work, school, or probation obligations.

This flexible, multi-site structure ensures participants can access services consistently, whether incarcerated, newly released, or living in the community.

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.

Drive to Succeed is shaped directly by the voices of justice-involved young adults. Operation Fresh Start and JustDane use multiple feedback channels to ensure programming reflects participant needs and preferences:

- Roadmap for Emerging Adults: In 2023, OFS led a large-scale engagement process with community stakeholders and young adults, which identified driver's licenses as a top unmet need. This input directly led to the creation of the Drive program and continues to guide reentry supports. The current Roadmap 2.0 process is expanding that work, exploring new learning opportunities and deepening supports in response to participant and community input.
- Annual participant surveys: All OFS programs, including Drive to Succeed, conduct surveys each year to identify gaps, assess satisfaction, and guide program adjustments. Feedback has directly resulted in changes such as expanded access to financial literacy training and stronger connections to AODA and mental health resources.
- Focus groups and debriefs: Cohort debrief sessions and targeted focus groups with participants and mentors provide ongoing feedback on what is working and where adjustments are needed.
- Stakeholder engagement: Staff regularly consult with probation officers, jail staff, and community partners to align programming with the realities participants face during and after incarceration.

This ongoing cycle of listening, adapting, and co-creating ensures that Drive to Succeed is not only responsive but also participant-informed at every stage—from initial design to daily implementation.

- 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.

The development of Drive to Succeed was informed by both participants and community stakeholders. As noted in Section 4.A, the Roadmap for Emerging Adults process brought together youth, residents, and partners to identify gaps in supports—driver’s licenses, education access, and reentry planning emerged as top priorities. Feedback from Roadmap 2.0, now underway, is shaping further expansion of learning opportunities and wraparound supports.

Community engagement continues in implementation. OFS and JustDane maintain active feedback loops with neighborhood residents, mentors, and partner organizations through surveys, focus groups, and program debriefs. Residents engaged as mentors through JustDane play a direct role in supporting participants during and after cohorts. In addition, ongoing consultation with probation officers, jail staff, and community service providers ensures programming remains responsive to the needs identified by the wider community.

This structure ensures that Drive to Succeed is not only guided by participant voice but also grounded in the perspectives of local residents and community partners who see firsthand the barriers and opportunities in Dane County.

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)?
JustDane (co-applicant)	Recruits, trains, and supervises mentors; facilitates group mentoring sessions; supports participants with reentry navigation and AODA resources.	Linda Ketcham, Executive Director	Yes
Dane County Sheriff's Office & WI DOC (Probation & Parole)	Identify and refer participants to jail and community cohorts; collaborate on reentry planning; coordinate supervision requirements to reduce risk of violations.	Jail Reentry Coordinator/Probation Supervisor	N/A
Community Restorative Court	Refers participants and aligns restorative practices with reentry supports.	CRC Program Coordinator	N/A
4 Lakes Driver Training	Provides classroom instruction and behind-the-wheel driver's education for participants working toward licensure.	Program Director	N/A
Anesis Therapy & AODA providers	Accept referrals for mental health and substance use support; provide therapy and crisis intervention.	Myra McNair, Executive Director	N/A

American Family Insurance and Summit Credit Union	Deliver financial literacy workshops and coaching to strengthen participants' financial stability.	Community Outreach Manager	N/A
---	--	----------------------------	-----

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

How do these partnerships enhance this proposal?

These partnerships ensure that Drive to Succeed addresses the full spectrum of needs facing justice-involved young adults. JustDane's mentoring model brings trusted relationships and accountability, while the Dane County Sheriff's Office and DOC Probation & Parole create smooth referral pathways directly from custody and supervision. The Community Restorative Court integrates restorative approaches and additional referrals. Anesis Therapy and other AODA/mental health providers address behavioral health needs, while financial literacy partners build stability skills. Together, these partnerships prevent duplication, extend program capacity, and provide participants with coordinated, comprehensive support.

What are the decision-making agreements with each partner?

OFS and JustDane share program leadership through a joint MOU that outlines roles, responsibilities, and ongoing communication. Both organizations meet regularly for staffing, planning, and case review. Other partners, including justice system and service providers, are engaged through referral agreements and coordination meetings. Decision-making is collaborative and participant-centered: OFS and JustDane jointly adapt programming based on feedback from participants, mentors, and partner agencies to ensure the program remains responsive to community needs.

- 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?

Drive to Succeed provides participants with a wide array of resources to meet both immediate needs and long-term goals. Each participant works with OFS staff to co-create a reentry plan, and the Resource Coordinator plays a central role in connecting young adults to supports across housing, transportation, employment, legal assistance, and wellness.

Direct resources provided through OFS include:

- Daily meals.
- Work gear and protective equipment needed for job training and employment.
- Transportation supports such as bus passes, gas cards, and donated bicycles.
- Dental clinics and access to health and wellness workshops.
- Emergency Fund for crisis needs (OFS supported 20 participants with \$10,000 in emergency funds in 2024).

Linkages to external resources are coordinated through formal and informal partnerships:

- 4 Lakes Driver Training for driver's education and behind-the-wheel lessons.
- Financial literacy training through Summit Credit Union and UW Credit Union.
- Anesis Therapy and AODA providers for mental health and substance use care.
- Housing providers for stabilization and safe living arrangements.
- Educational partners for HSED/diploma completion.

The Resource Coordinator and case management staff ensure referrals are warm handoffs, not just paper referrals, and follow up to reduce gaps. The OFS Resource Coordinator also follows all participants for one year to ensure support during the post-program transition. Case planning meetings and feedback loops with partners keep coordination tight and efficient. Together, these internal supports and external linkages create a comprehensive

safety net that addresses participants' complex needs while they work toward education, employment, licensure, and long-term stability.

5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

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

In the past year, Drive to Succeed served 14 young adults across its pilot cohorts. With the requested funding, the program is projected to scale its capacity by over 70%, serving a total of 24 unduplicated participants in 2026. This will be achieved through four cohorts (two in-jail and two community-based), each serving approximately six participants, and directly addresses the current waitlist for services identified by our partnership with the Dane County Sheriff's Office.

Operation Fresh Start and JustDane track Drive to Succeed outputs through a combination of participant-level data systems, staff reporting, and partner verification.

- Unduplicated participants: OFS uses an internal participant database that records enrollments across all OFS programs. This system ensures we report unduplicated counts, even when an individual engages in multiple services (40% of participants enroll in more than one program). For Drive to Succeed, enrollment and attendance are entered at intake and updated weekly by case managers.

- Program hours & sessions: Group mentoring sessions, case management hours, and cohort schedules are tracked by staff using standardized reporting forms. Weekly logs roll up into quarterly and annual reports.

- Community engagement/events: Attendance at orientation sessions, stakeholder meetings, and community outreach events is documented through sign-in sheets or staff tallies, then entered into the shared system.

- Partner-delivered services: OFS collects participation records from partners such as 4 Lakes Driver Training (behind-the-wheel hours), Summit and UW Credit Unions (financial literacy workshops), and Anesis Therapy (referral uptake). These are cross-checked with participant plans to ensure accuracy.

- Quality control: All data is reviewed monthly by the Data Coordinator and program managers to ensure outputs align with grant reporting requirements.

This structured system allows OFS and JustDane to produce accurate, unduplicated output data for youth, individuals, families, and community engagement activities, consistent with the City's reporting guidelines.

B. Program Outcomes

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

The program's target of reducing recidivism is grounded in the proven success of its partner. JustDane's reentry initiatives consistently achieve 2-year recidivism rates of only 9–15%, dramatically outperforming the Wisconsin state average of 66%. Drive to Succeed builds upon this evidence-based, relational model.

The outcome objectives for Drive to Succeed are grounded in both local data and participant feedback demonstrating the barriers justice-involved young adults face and the protective factors that reduce recidivism:

- Justice system data: Dane County consistently shows stark racial disparities in arrest and incarceration, with Black young adults disproportionately impacted. Statewide research highlights that individuals ages 18–24 face some of the highest recidivism rates, often driven by unmet needs in education, employment, housing, and transportation. These findings shaped the program's focus on reducing recidivism by strengthening stability factors.

- Community-level assessments: The Roadmap for Emerging Adults engagement process identified driver's license attainment, education completion, and employment access as top priorities for young adults in Dane County. These priorities directly informed Drive to Succeed's objectives.

- OFS annual data: In 2024, OFS recorded 450 program enrollments across Legacy, Build, Conservation, CareerPoint, Drive, and other services. Because many young adults engage in multiple programs, enrollment counts are higher than individual participation—40% of participants enrolled in more than one program. This demonstrates the complexity of participants’ needs: without coordinated access to education, licensing, and employment supports, they are at higher risk of probation violations or re-incarceration. Strong outcomes such as 82% job placement in Build Academy and 100% placement in Conservation Academy confirm that when OFS pairs training with wraparound supports, participants achieve measurable results—guiding Drive to Succeed’s objectives.
- Participant surveys: Annual climate surveys and focus groups showed that young adults most often cite barriers in mental health, housing, transportation, and legal expenses. These findings reinforced the inclusion of wraparound supports and referrals in outcome objectives.

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

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

Outcome Objective #1: Participant Stabilization & Service Satisfaction: Participants will report improved personal well-being, a stronger sense of community belonging, and that services were accessible and responsive to their identities.				
Performance Standard	Targeted Percent	80	Targeted Number	19 of 24 participants
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Program exit survey measuring: -Increased sense of trust, connection, and belonging -Feeling that services were accessible, inclusive, and culturally responsive -Overall improvement in well-being and stability				
Methodology: Anonymous post-program survey administered upon cohort completion. Data aggregated to report an overall success rate for achieving these combined stabilization outcomes.				

Outcome Objective #2: Reduction in Recidivism & System Involvement: Participants will avoid further justice system involvement.				
Performance Standard	Targeted Percent	80	Targeted Number	19 of 24 participants

	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: -Participant self-report -Coordination with Dane County Sheriff's Office and WI DOC for official recidivism data (arrests, convictions, violations)				
Methodology: Track participants for 12 months post-program completion through coordinator check-ins and official data partnerships. A participant is successful if they have no new convictions or probation/parole violations.				

Outcome Objective #3: Achievement of Key Protective Factors: Participants will achieve critical milestones that reduce barriers to employment and stability.				
Performance Standard	Targeted Percent	80	Targeted Number	19 of 24 participants
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: -Diploma/HSED/GED obtainment: Verified via school records -Driver's license obtainment: Verified via DMV documentation *Note: The performance standards for Outcome #3 are calculated based on the subset of participants who have identified the specific milestone as a need in their Individual Reentry Plan. For example, the 80% target for driver's license obtainment applies to participants who do not already have a valid license upon intake and want to obtain one.				
Methodology: Drive to Succeed Coordinator documents progress in OFS's participant database. Goals are set in Individual Reentry Plans, and completion is verified through official records and documentation provided by the participant.				

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?

Operation Fresh Start uses a combination of internal databases, staff reporting systems, and partner documentation to capture program data for Drive to Succeed.

- **Demographics:** Collected at intake through standardized enrollment forms and entered into OFS's participant database. Data includes age, race/ethnicity, income, education level, and justice involvement status. Intake forms are available in multiple languages to support accessibility.
- **Program activities:** Coordinators and mentors log group sessions, one-on-one meetings, and service referrals in the participant database. Attendance and engagement are tracked weekly, with cohort-level summaries produced for reporting.
- **Outcome measures:** Outcomes such as program completion, high school diploma/HSED attainment, and driver's license obtainment are documented in the participant database and verified through external sources (school records, DMV records, and 4 Lakes Driver Training reports). Data is reviewed quarterly by the Data Coordinator for accuracy and consistency.
- **Expenses:** OFS's finance department uses an accounting software system that codes all program-specific expenses. Finance staff reconcile accounts monthly, and expense reports are shared with program managers and leadership to ensure funds align with grant budgets.

With more than 50 years of experience delivering workforce development and reentry programming, OFS has long managed outcome tracking and fiscal reporting for foundation and government grants at the local, state, and federal levels. This history demonstrates the organization's ability to maintain accurate, compliant, and transparent reporting systems that meet diverse funder requirements.

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)
Drive to Succeed Coordinator - OFS, 1.0 FTE		Ongoing training in trauma-informed care, cultural responsiveness, and best practices for justice-involved populations.	community and jail cohorts
Just Connections Coordinator - JustDane - 0.3 FTE		Ongoing training in volunteer management, mentoring, and reentry support practices.	community and jail cohorts

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

JustDane recruits, screens, trains and supports Drive to Succeed mentors through a structured process:

- Candidates complete an application, undergo a background check, and are interviewed by JustDane to ensure program fit.
- Accepted mentors must meet criteria (age 18+, valid driver's license, vehicle access) and commit to weekly sessions over approximately two months.
- Before mentoring begins, volunteers complete orientation and program-specific training covering confidentiality, professionalism, and JustDane's values, after which they sign a volunteer agreement.
- Mentors are supervised through regular staff check-ins and debriefs led by the Volunteer & Community Engagement Manager (or Match Specialist), ensuring ongoing support and alignment with participant needs.

This intentional process ensures volunteers are capable, committed, and aligned with the participant-centered, trust-based approach of Drive to Succeed.

- 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.
- Drive to Succeed relies on several key resources and supports to ensure successful implementation:

- Program space: Cohorts and case management sessions are hosted at Operation Fresh Start's building at 2670 Milwaukee Street, which offers dedicated classrooms, private meeting spaces, and computer access. Jail cohorts are delivered within the Dane County Jail through a partnership with the Sheriff's Office.
- Transportation: Participants are supported with bus passes, gas cards, and donated bicycles to ensure reliable access to sessions, jobs, and licensing appointments.
- Driver's education: OFS partners with 4 Lakes Driver Training to provide both classroom instruction and behind-the-wheel practice, a resource that is critical for helping participants achieve licensure.
- Meals and basic needs supports: Participants receive daily meals while on site, along with access to clothing, work gear, and hygiene supplies to reduce barriers to participation.
- Technology and equipment: Case managers and mentors use laptops, secure databases, and communication tools to track progress and stay connected with participants.
- Emergency supports: Participants can access emergency assistance for housing, utilities, or legal costs, coordinated through OFS's Resource Coordinator and case management team.

All of these resources are already in place through OFS's infrastructure and partnerships, ensuring the program is fully equipped to serve participants without delay.

7. BUDGET

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

Joint/Multi-Agency Applications

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

8. If applicable, please complete the following:

A. Disclosure of Conflict of Interest

Disclose any potential conflict of interest due to any other clients, contracts, or property interests, e.g. direct connections to other funders, City funders, or potentially funded organizations, or with the City of Madison. No conflict of interest concerns.

B. Disclosure of Contract Failures, Litigations

Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation.
None.



CRISIS INTERVENTION AND PREVENTION SERVICES 2025 REQUEST FOR PROPOSAL (RFP)

Budget Narrative Form

Joint/Multi-agency Applicants ONLY

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30pm September 22nd, 2025

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

BUDGET NARRATIVE DOCUMENT

This document is to be completed by the program partners of the Lead Agency. It is the responsibility of the Lead Agency to include partner Budget Narratives in the application materials.

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 Nancy Saiz, Community Development Specialist nsaiz@cityofmadison.com. We are committed to assisting interested organizations understand and work through this application and funding process.

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

Example: Agency A is Identified as the "Lead Agency". Agency B and C are identified as "Joint/Partner Agencies" for their Program entitled "Age Out Loud". They requested, in total, 100,000\$ for this program.

Agency A will submit the [Budget Excel Workbook](#) requesting \$100,000. Within this document they will indicate this program is a joint/multi-agency application, along with how much money will be allocated to both Agency B & Agency C. In this example, Agency B is allocated 30,000 and Agency C is allocated 20,000.

Agency A (Lead Applicant) will fill out the Budget Excel Workbook and outline how they plan to use the requested \$100,000. Within the workbook, they will indicate that \$50,000 of the total \$100,000 requested will be allocated to other agencies.

Agency B (Joint Applicant) will fill out the narrative document below outlining how they plan to use \$30,000. This document will be submitted alongside all other required application materials by Agency A on behalf of all identified partners.

Agency C (Joint Applicant) will fill out the narrative document below outline how they plan to use \$20,000. This document will be submitted alongside all other required application materials by Agency A on behalf of all identified partners.

Program Name:					
Legal Name of Lead Applicant Organization:	Operation Fresh Start Inc	Total Amount Requested for this Program:		\$ 85,000	
Legal Name of any additional Joint Applicants (if applicable):	JustDane, Inc.	Total Amount Requested for your Agency*:		\$ 15,000	
Program Contact for Budget Narrative:	Linda Ketcham	Email:	linda@justdane.org	Phone:	608-256-0906
Program Type: Select <u>ONE</u> Program Type for this form.					
<input type="checkbox"/> 24/7 Helpline Services <input type="checkbox"/> Short Term Shelter Services <input type="checkbox"/> Community Based Individual and Family Support <input checked="" type="checkbox"/> Building Community and Stabilization <input checked="" type="checkbox"/> Adults and Families <input type="checkbox"/> Youth ages 12-18 years old					
<p>PLEASE NOTE: Separate budget narrative forms are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.</p>					

Program Expenses	2025 Partner Request
PERSONNEL	15,000
OTHER OPERATING	
SPACE	
SPECIAL COSTS	
TOTAL*	15,000

*This number should equal the Total Amount Requested for your Agency on Page 2

Please respond to the following questions based on the amount your agency is requesting. If a particular category does not apply to your proposal, indicate “N/A.”

Personnel:

- a. How many permanent staff members will be involved in this program/project, and what are their respective roles and responsibilities?

JustDane has one permanent staff member dedicated to the Drive to Succeed program—the JustConnections Coordinator. This staff member recruits, screens, and trains volunteer mentors who facilitate group mentoring sessions for program participants. They also provide supervision and ongoing support to mentors, and step in to co-facilitate sessions as needed to ensure quality and consistency. In addition to managing the mentor component, the JustConnections Coordinator is an active member of the program team, meeting regularly with Operation Fresh Start’s Drive to Succeed staff for planning, participant review, and coordination. This role ensures that mentoring is fully integrated with the program’s broader educational and support services.

- b. What is the total annual salary budget for permanent staff, including salary, taxes, and benefits?

Annualized salary, taxes and benefits is \$65,343 for the Just Connections Coordinator position. The Coordinator is allocated at 30% for Drive to Succeed or \$19,603.

- c. Are there any hourly or seasonal staff members? If yes, what is the estimated cost for their wages, taxes, and benefits?

No.

Operating:

- a. If applicable, please provide a breakdown of operating expenses including insurance, professional fees, audit fees, postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone expenses, training and conference costs, food and household supplies, travel expenses, and vehicle costs.

N/A

- b. Are there any other operating-related costs not mentioned above? If so, please specify and provide estimated amounts.

No.

Space:

- a. What are the total annual costs associated with space, including rent, utilities, and maintenance for office space?

N/A

- b. If the organization owns space, what are the annual costs for mortgage principal, interest, depreciation, and taxes?

N/A

Special Costs:

- a. How much funding is allocated for assistance to individuals, such as subsidies, allowances, vouchers, or other payments provided to clients?

N/A

b. Are there any required payments to affiliate organizations? If yes, please specify the purpose and amount.

N/A

c. Does the organization subcontract any services? If so, please provide examples and the estimated costs associated with these subcontracts. N/A

APPLICATION FOR 2025 CRISIS INTERVENTION AND PREVENTION SERVICES PROGRAMS

1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	Operation Fresh Start Inc
Mailing Address	2670 Milwaukee St, Madison, WI 53704
Telephone	6082444721
FAX	6082448162
Director	Brian McMahon
Email Address	bmcMahon@operationfreshstart.org
Additional Contact	Lorrie Forde Hurckes
Email Address	lfordehurckes@operationfreshstart.org
Legal Status	Private: Non-Profit
Federal EIN:	23-7108090

2. PROPOSED PROGRAMS

		2025	If currently City funded	
Program Name:	Letter	Amount Requested	2024 Allocation	Joint/Multi Application - SELECT Y/N
Drive to Succeed	A	\$85,000		Yes-Partner Budget
Contact:	Lorrie Forde Hurckes			
	B			
Contact:				
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$85,000		

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 costs.

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:

If costs.

t,

s.

ng
ies.

5. BOARD-STAFF DEMOGRAPHICS

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

DESCRIPTOR					MADISON*		
	BOARD		STAFF		GENERAL	POVERTY	R/POV**
	Number	Percent	Number	Percent	Percent	Percent	Percent
TOTAL	12	100%	44	100%			
GENDER							
MAN	3	38%	25	58%			
WOMAN	5	63%	17	40%			
NON-BINARY/GENDERQUEER	0	0%	1	2%			
PREFER NOT TO SAY	4	44%	1	5%			
TOTAL GENDER	12	150%	44	100%			
AGE							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	8	67%	41	93%			
60 AND OLDER	4	33%	3	7%			
TOTAL AGE	12	100%	44	100%			
RACE							
WHITE/CAUCASIAN	7	58%	36	82%	80%	67%	16%
BLACK/AFRICAN AMERICAN	0	0%	3	7%	7%	15%	39%
ASIAN	0	0%	1	2%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	0	0%	3	7%	3%	4%	26%
BALANCE/OTHER	5	42%	1	2%	1%	2%	28%
TOTAL RACE	12	100%	44	100%			
ETHNICITY							
HISPANIC OR LATINO	2	17%	2	5%	7%	9%	26%
NOT HISPANIC OR LATINO	10	83%	42	95%	93%	81%	74%
TOTAL ETHNICITY	12	100%	44	100%			
PERSONS WITH DISABILITIES	0	0%	2	5%			

*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, OFS prioritizes representation that reflects our participants. We intentionally recruit staff and board members with shared racial, cultural, and lived experiences.

This commitment is embedded at all levels:

Staff: Many team members, including leadership, share backgrounds with our participants, fostering trust and culturally attuned services.

Board: Our board has undergone intentional evolution to better reflect the racial and socioeconomic diversity of Dane County.

Peer Models: Our model leverages the powerful representation of OFS alumni and JustDane's peer mentors—individuals from the community who have successfully navigated similar challenges—ensuring mentorship is both relevant and authentic.

This strategic alignment across our organization is fundamental to our effectiveness and our mission to advance equity.

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2023

11

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

11

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

3 to 15

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

Name	Jeffrey S. Russell			
Home Address	W9304 Earnie Rd, Poynette, WI 53955-9761			
Occupation	Vice Provost for Lifelong Learning; Dean, Division of Continuing Studies; Professor of Civil and Environmental Engineering			
Representing				
Term of Office	President	From:	01/2024	To:
Name	Salli Martyniak			
Home Address	5117 Caton Ln, Waunakee, WI 53597-9510			
Occupation	Principal, Community Matters, LLC			
Representing				
Term of Office	Vice President	From:	01/2024	To:
Name	Erica Nelson			
Home Address	2414 Oakridge Ave, Madison, WI 53704-5747			
Occupation	Executive Director, LIFT Wisconsin			
Representing				
Term of Office	Vice President	From:	01/2025	To:
Name	Andy Pascaly			
Home Address	7585 Spruce Valley Dr, Verona, WI 53593-9702			
Occupation	Finance, Epic Systems Corporation			
Representing				
Term of Office	Treasurer	From:	01/2024	To:
Name	Steph Harrill Kyle			
Home Address	8033 Excelsior Dr, Madison, WI 53713-2900			
Occupation	Director of Financial Inclusion & Community Engagement, UW Credit Union			
Representing				
Term of Office	Secretary	From:	01/2025	To:
Name	Kyle Olson			
Home Address	W12208 Slack Rd, Lodi, WI 53555-9321			
Occupation	Director of Field Operations, JH Findorff			
Representing				
Term of Office		From:		To:
Name	Ashlyn Smith			
Home Address	8215 Greenway Blvd Ste 600, Middleton, WI 53562			
Occupation	Manager at CLA			
Representing				
Term of Office		From:		To:
Name	Karen Oberhauser			
Home Address	4038 Cherokee Dr, Madison, WI 53711-3059			
Occupation	University of Wisconsin-Madison Entomology Professor Emerita, Retired Arboretum Director			
Representing				
Term of Office		From:		To:

AGENCY GOVERNING BODY cont.

Name	Candace Enis			
Home Address	809 S Thompson Dr, Madison, WI 53716-1500			
Occupation	Police Officer, City of Madison			
Representing				
Term of Office		From:		To:
Name	Christopher Kilgour			
Home Address				
Occupation	Community Outreach Manager with the Nelson Institute for Environmental Studies, Founder, Color in the Outdoors			
Representing				
Term of Office		From:		To:
Name	Tom Ward			
Home Address				
Occupation	Vice President and Chief Human Resources Officer at Quartz Health Solutions			
Representing				
Term of Office		From:		To:
Name	Jose Luna			
Home Address	3014 Manchester Rd, Madison, WI 53719			
Occupation	Associate Dean, School of Academic Advancement, Madison College			
Representing				
Term of Office		From:		To:
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:		To:
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To:
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To:
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To:
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To:

****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 2025	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	0						
UNITED WAY DANE CO	7,500	7,500					
CITY CDD (This Application)	85,000	85,000					
City CDD (Not this Application)	0						
OTHER GOVT*	0						
FUNDRAISING DONATIONS**	31,047	31,047					
USER FEES	0						
TOTAL REVENUE	123,547	123,547	0	0	0	0	0

*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.

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

Title of Staff Position*	2025 Program A FTE**	2025 Program B FTE**	2025 Program C FTE**	2025 Program D FTE**	2025 Program E FTE**	2025 Total FTE	2025 Annualized Salary	2025 Payroll Taxes and Fringe Benefits	2025 Total Amount	2025 Hourly Wage***	2025 Amount Requested from the City of Madison
Drive to Succeed Coordinator	1.00					1.00	53,300	15,550	68,850	25.63	68,850
Deputy Director of Empowerment	0.20					0.20	92,123	3,887	96,010	44.29	1,150
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
SUBTOTAL/TOTAL:	1.20	0.00	0.00	0.00	0.00	1.20	145423.00	19437.00	164860.00	69.92	70000.00

CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS

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

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

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

	2025	2025	2025	2025	2025	2025	2025	2025 Payroll Taxes and Fringe Benefits	2025	2025	2025 Amount Requested from the City of Madison
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary		Total Amount	Hourly Wage***	
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	1.20	0.00	0.00	0.00	0.00	1.20	145423.00	19437.00	164860.00	69.92	70000.00

*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	2025 City Request
A	Drive to Succeed	PERSONNEL	70,000
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	15,000
		TOTAL	85,000
B	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
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			85,000