



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

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30PM August 3rd, 2026

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

The intent of this RFP application is for applicant organizations to have the opportunity to apply for funding towards programs/services under the umbrella of the Employment and Career Development Service Area in the Community Resources Unit. There are four priority areas in the Employment RFP, one of which has 2 sub-areas:

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

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

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

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

If you need assistance related to the content of the application or are unclear about how to respond to any questions, please contact CDD staff: Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com or Community Development Specialist Dominic Davis ddavis2@cityofmadison.com. We are committed to assisting interested organizations in understanding and working through this application and funding process.

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

APPLICANT TYPES

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

SINGLE APPLICANTS

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

JOINT/MULTI-AGENCY APPLICANTS

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

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

Part 1 - Organization Narrative Form

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

Legal Name of Organization:	Operation Fresh Start	Total Amount Requested:	\$ 150,000
All program(s) connected to your organization:	Program Name: Legacy Construction and Conservation Amount Requested: \$ 100,000 Applicant Type: Single Agency Application Program Type: Youth Employment- Programs & Services List Program Partner(s) (if applicable): Madison Metropolitan School District; Dane County Parks; City of Madison Engineering Division; Findorff; Habitat for Humanity; Workforce Development Board of South Central Wisconsin; YouthBuild Global; Urban League of Greater Madison; Latino Academy of Workforce Development		
	Program Name: Build and Conservation Academy Amount Requested: \$ 50,000 Applicant Type: Single Agency Application Program Type: Young Adult Employment- Programs & Services List Program Partner(s) (if applicable): JP Cullen; Findorff; Habitat for Humanity; Dane County Parks; City of Madison Engineering Division; and Workforce Development Board of South Central Wisconsin; Urban League of Greater Madison; Latino Academy of Workforce Development		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item.		
	Program Type: Choose an item. List Program Partner(s) (if applicable):		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable):		
	<i>If you are applying for more than four programs, please contact Dominic Davis Ddavis2@cityofmadison.com</i>		

Contact Person for application (Joint Applications - Lead Org):	Brian McMahon	Email: bmcMahon@operationfreshstart.org	
Organization Address:	2670 Milwaukee St Madison, WI 53704	Telephone:	608-244-4721
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (if no)	N/A

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

1. Briefly describe your organization’s history, core mission, and experience providing services relevant to this proposal.

If applicable, highlight any work related to employment and career development, or serving the proposed population. Please keep your response concise (approximately 1–2 paragraphs).

Since 1970, Operation Fresh Start (OFS) has empowered emerging adults to build self-sufficiency through education, mentoring, and employment training. Over more than 56 years, OFS has built and continuously refined a nationally recognized workforce development model for young people who face barriers to educational attainment, employment, and economic opportunity. Today, OFS serves more than 300 young people annually through integrated, relationship-based programs that combine education, paid work-based learning, career development, and individualized support. These programs help participants build foundational skills, earn credentials, access meaningful career opportunities, increase financial stability, and progress toward family-supporting employment.

OFS serves as a longstanding component of Dane County’s workforce development system, connecting emerging adults with schools, employers, apprenticeship sponsors, postsecondary education, public agencies, and community-based supports. Through paid construction and conservation training, career coaching, registered apprenticeship pathways, industry-recognized credentials, driver’s license attainment, and coordinated barrier-reduction services, OFS prepares young people not only to obtain employment, but to advance along education and career pathways. At the same time, participants strengthen the Madison community by building and improving housing, restoring public lands, and completing projects that benefit local neighborhoods, employers, and public partners.

2. Describe your organization’s experience implementing programming aligned with the Employment Services and Career Development RFP Guidelines.

Please include specific examples relevant to the programs proposed in this application. If applicable, list all the current Employment programs your organization operates, along with their inception dates.

Operation Fresh Start operates a coordinated continuum of employment and career development services that supports young people from educational re-engagement through career placement and advancement. This continuum includes Legacy Construction and Conservation (1970), Build Academy (2018), Conservation Academy (2023), CareerPoint (2025), Career Coaching (2024), and supporting services including Drive and Options.

Legacy Construction and Conservation serves youth who have become disconnected from traditional education by integrating high school completion with paid work-based learning. Participants earn a Madison Metropolitan School District high school diploma while developing workforce skills, earning industry-recognized credentials, and preparing for employment, registered apprenticeships, or postsecondary education.

Build Academy and Conservation Academy provide intensive occupational training for emerging adults pursuing careers in construction and conservation through paid work-based learning, employer-connected training, career coaching, and industry-recognized credentials.

CareerPoint provides short-term, employer-informed workforce training cohorts in Financial Services, Early Childhood Education, and Healthcare/Biotechnology, while Career Coaching offers individualized career planning, job readiness, employment placement, and retention support. Drive and Options help participants overcome transportation and educational barriers that can interfere with employment and career advancement.

Throughout this continuum, OFS partners with employers, apprenticeship sponsors, educational institutions, labor organizations, workforce partners, and public agencies to ensure services remain responsive to regional workforce needs and prepare participants for long-term career success and economic mobility.

- 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."

Over the past two years, Operation Fresh Start has strengthened its organizational capacity through strategic investments in leadership, programming, partnerships, and participant supports. OFS expanded its leadership structure to include dedicated directors overseeing key functional areas of the organization, creating greater organizational capacity, clearer strategic oversight, and stronger cross-department collaboration. During this time, Brian McMahon became Executive Director after more than 27 years with the organization, providing continuity while advancing OFS's long-term strategic priorities.

During this period, OFS also completed strategic planning efforts that continue to guide investments in leadership development, participant supports, workforce programming, and organizational growth.

OFS also expanded its workforce development continuum by launching Conservation Academy and CareerPoint while strengthening Career Coaching services and deepening partnerships with employers, apprenticeship sponsors, educational institutions, and public agencies. The organization increased participant wages, expanded driver's license programming, enhanced financial capability education, and invested in participant wellness by expanding community mental health partnerships and building internal capacity through dedicated staff focused on mental health support. Together, these investments help participants overcome barriers that can interfere with educational attainment, employment, and long-term career success.

Most recently, OFS secured additional program space on Madison's west side through a partnership with Epic, creating opportunities to expand programming, deepen employer and community partnerships, and increase access for participants. Collectively, these investments have increased OFS's capacity to serve emerging adults, respond to evolving workforce needs, and deliver high-quality employment and career development services throughout Dane County.

- 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 anticipates continued growth in organizational capacity rather than significant changes to the delivery of the proposed services. The organization will continue strengthening employer, educational, and community partnerships while expanding participant supports, staff development, and data-informed continuous improvement efforts to ensure services remain responsive to participant needs and local workforce demand.

OFS will continue developing programming at its west-side location, creating additional opportunities to strengthen partnerships, expand community access, and support future workforce initiatives. The organization

also anticipates continued growth in integrated participant supports, including mental health services, financial capability education, and career coaching, to help participants address barriers that impact educational attainment and employment success.

These anticipated developments will strengthen Operation Fresh Start's ability to deliver high-quality employment and career development services while continuously improving participant outcomes, staff effectiveness, and organizational capacity.

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

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

Operation Fresh Start hires qualified professionals with education, experience, and demonstrated commitment to youth development, workforce development, education, skilled trades, case management, and related fields based on the requirements of each position. Licensed teachers meet Wisconsin Department of Public Instruction requirements, while crew supervisors bring industry experience and maintain appropriate safety certifications. Staff in participant-facing roles are selected for their ability to build strong relationships, support diverse young people, and deliver trauma-informed, culturally responsive services.

OFS recognizes that high-quality participant outcomes depend on well-supported staff. Staff receive comprehensive onboarding, regular supervision, coaching, and ongoing professional development. As part of the organization's strategic plan, OFS intentionally invests in staff learning and leadership development to strengthen organizational capacity and continuously improve services. Professional development opportunities include trauma-informed care, restorative practices, positive youth development, cultural responsiveness, motivational interviewing, mental health, safety, and other training aligned with staff roles and organizational priorities. Staff are also supported in maintaining required certifications and pursuing professional growth that enhances program quality and participant outcomes.

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

Program name:

Program type: Choose an item.

List all joint or partner applicants involved in this program and include their website links (for reference to their mission and vision statements)

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?

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?

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?

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

10. **If applicable, describe any past collaborations your organization has had with agencies providing Employment Services.** What lessons or insights did you gain from those experiences and how will they inform you in your approach to the current partnership?



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

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

JOINT/MULTI-AGENCY APPLICANTS

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

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Part 2 - Program Narrative Form

Program Name:	Build and Conservation Academies	Total Amount Requested for this Program:	\$ 50,000
Legal Name of Organization:	Operation Fresh Start, Inc	Total amount Requested for Lead/Single Applicant	\$ 50,000
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):		Total Amount Requested for Partner 1:	\$
		Total Amount Requested for Partner 2:	\$
		Total Amount Requested for Partner 3*:	\$
Program Contact: Lead Organization Contact	Brian McMahon	Email: bmcMahon@operationfreshstart.org	Phone: 608-244-4721
Program Type: Select ONE Program Type for this form.			
☐ Youth Employment- Programs and Services ☐ Youth Employment- Wanda Fullmore Internship ☒ Young Adult Employment- Programs and Services ☐ Adult Employment- Programs and Services ☐ Southwest Madison Employment Center Operator PLEASE NOTE: Separate applications are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.			

1. PROGRAM OVERVIEW

- A. Need: What specific need(s) in the City of Madison does this program aim to address? Please cite the data or community input used to support your response.

Madison employers continue to face significant workforce shortages in the skilled trades and conservation fields while many emerging adults experience barriers to entering family-supporting careers. These industries offer strong wages, long-term career advancement, and growing demand, yet many young adults lack the work experience, industry credentials, professional networks, and technical training needed to access these opportunities. Wisconsin continues to expand registered apprenticeship opportunities across high-demand industries, while an increasing share of family-supporting jobs require postsecondary education, industry-recognized credentials, or apprenticeship training. Nationally, an estimated 72% of jobs will require education or training beyond high school by 2031. Together, these trends highlight the growing importance of career pathways that combine occupational training with direct connections to employment.

At the same time, many young adults face barriers that limit their ability to participate in and succeed in the workforce. Nearly 95% of Operation Fresh Start participants come from low-income households, and 86% come from very low-income households. Many also experience transportation challenges, housing instability, financial hardship, limited work history, or unmet mental health needs. Without comprehensive support, these barriers often prevent talented young adults from accessing careers that offer long-term economic stability.

Operation Fresh Start developed the Build and Conservation Academies to address both workforce demand and participant opportunity. Through paid occupational training, state-certified pre-apprenticeship, industry-recognized credentials, employer

partnerships, individualized coaching, and comprehensive wraparound supports, participants gain the skills, experience, and confidence needed to secure employment, enter registered apprenticeships, and build long-term careers. Program design is continuously informed by participant feedback, employer input, apprenticeship sponsors, and workforce system partners to ensure training remains responsive to regional labor market needs while equipping participants with the skills, credentials, and experience employers seek.

- B. Goal Statement: What is the overarching goal of your program in response to the identified need? How does this goal align with the scope, priorities, and desired outcomes described in the RFP guidelines?

The goal of Operation Fresh Start's Build and Conservation Academies is to prepare emerging adults ages 18–24 for family-supporting careers in the skilled trades and conservation through paid, employer-integrated work-based learning, industry-recognized credentials, individualized coaching, and comprehensive support services. Participants progress through structured training tiers that build technical skills, professionalism, and confidence while working on active construction and conservation projects alongside employer and community partners in real-world work environments.

The program aligns with the City of Madison's Young Adult Employment priority by creating direct pathways to employment and registered apprenticeships for young adults facing barriers to employment while helping address regional workforce needs. Through close collaboration with employers, apprenticeship partners, and the workforce system, participants gain meaningful work experience, develop relationships with industry professionals, and demonstrate their skills in authentic job settings where many are hired directly by the employers with whom they train.

- 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.

Operation Fresh Start's Build and Conservation Academies serve emerging adults ages 18–24 who face barriers to employment and are seeking careers in the skilled trades and conservation. The program provides paid, employer-integrated workforce development that combines technical training, individualized coaching, industry-recognized credentials, and comprehensive wraparound supports to prepare participants for family-supporting careers.

Services are delivered at Operation Fresh Start, active residential and commercial construction sites, and conservation project sites throughout Madison and Dane County. Participants progress through structured training tiers, working alongside experienced crew supervisors and employer partners on real projects that build technical skills alongside the workplace professionalism, communication, teamwork, problem-solving, and leadership skills employers value. Through this model, participants earn wages while completing meaningful work that benefits the community, including residential and commercial construction, habitat restoration, trail construction, invasive species removal, and natural resource stewardship.

Participants earn industry-recognized credentials, including OSHA 10 Construction Safety, CPR/First Aid, and Wisconsin Bureau of Apprenticeship Standards Certified Pre-Apprenticeship certificates, while developing relationships with employers, apprenticeship sponsors, and industry professionals. The employer-integrated model creates direct pathways to employment by allowing participants to demonstrate their skills in authentic job settings, and many transition directly into employment or registered apprenticeships with the employers alongside whom they train. Expected outcomes include increased workforce readiness, attainment of industry-recognized credentials, employment, entry into registered apprenticeships, and long-term career advancement.

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?

Operation Fresh Start's Build and Conservation Academies serve approximately 50 emerging adults ages 18–24 annually who reside primarily in the City of Madison and Dane County. Participants are predominantly from low-income households. Across OFS programming in FY2025, 95% of participants were from low-income households and 86% were from very low-

income households, as defined by the U.S. Department of Housing and Urban Development (HUD) income limits. Many participants face barriers to employment, including limited work experience, transportation challenges, housing instability, financial hardship, involvement with the justice system, and unmet mental health needs. The academies welcome participants of all races, ethnicities, gender identities, sexual orientations, and abilities. Language access is provided through bilingual staff, interpretation services, and translated materials as needed to ensure meaningful participation.

Participant voice is central to program design and continuous improvement. Staff regularly gather feedback through participant surveys, informal check-ins, case management meetings, exit interviews, and daily interactions on crews and job sites. Participants help identify barriers, evaluate program experiences, and suggest improvements to training, supports, and workplace practices. This feedback has informed enhancements to participant wages, mental health supports, financial capability programming, transportation assistance, and career exploration opportunities. Employer partners and apprenticeship sponsors also provide ongoing input to ensure training remains aligned with current industry expectations while continuing to reflect the needs and experiences of the young adults the program serves.

- 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	16	18.2
Black/African American	49	55.7
Asian	2	2.3
American Indian/Alaskan Native	3	3.4
Native Hawaiian/Other Pacific Islander	0	0
Multi-Racial	9	10.2
Balance/Other	9	10.2
Total:	88	
Ethnicity		
Hispanic or Latino	16	18.2
Not Hispanic or Latino	72	81.8
Total:	88	
Gender		
Man	77	87.5
Woman	10	11.4
Non-binary/GenderQueer	1	1.1
Prefer Not to Say	0	0
Total:	88	

Comments (optional): Participant demographic information is based on OFS's FY25 data.

- 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.

Operation Fresh Start is committed to ensuring that language is never a barrier to participation. The Build and Conservation Academies provide bilingual staff when available, access to professional interpretation through LanguageLine Solutions, and translation of essential program materials and communications as needed. Staff work with participants and families to ensure information about enrollment, program expectations, support services, safety, and career opportunities is accessible in their preferred language.

The program is designed to be culturally responsive, participant-centered, and relationship-based. Staff receive ongoing professional development in trauma-informed practices, restorative approaches, cultural responsiveness, and positive youth development to ensure participants feel respected, supported, and valued. Individualized coaching recognizes each participant's unique strengths, experiences, goals, and cultural background, while program expectations remain consistent and focused on preparing participants for success in the workplace.

Operation Fresh Start continuously strengthens its approach through participant feedback, staff reflection, and community partnerships to ensure services remain responsive to the diverse young adults and families the organization serves.

- D. Recruitment and Engagement Strategy:

i. **Recruitment & Outreach:**

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

Operation Fresh Start recruits participants through both internal and community referral pathways. Many Build and Conservation Academy participants transition directly from OFS's Legacy program after exploring careers in construction or conservation through paid introductory work experiences. Participants who demonstrate interest and aptitude advance into the academies to deepen their technical skills, earn industry-recognized credentials, work alongside employer partners on active job sites, and prepare for employment or registered apprenticeships. This continuum creates a clear career pathway from career exploration to occupational training and employment.

The academies also recruit through a broad network of community partners, including Madison College, the Workforce Development Board of South Central Wisconsin, Wisconsin Division of Vocational Rehabilitation, Dane County Human Services, neighborhood centers, community-based organizations, and other workforce and youth-serving agencies. Employer partners, former participants, social media, community events, and the Operation Fresh Start website also serve as important recruitment sources.

Recruitment emphasizes paid, employer-integrated training, industry-recognized credentials, individualized career coaching, and direct pathways to employment and registered apprenticeships. Staff provide individualized outreach and information sessions to help prospective participants understand program expectations, career opportunities, and available supports while identifying the pathway that best aligns with their goals.

ii. **Addressing Barriers to Participation:**

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

Participants may face barriers including transportation challenges, financial hardship, housing instability, food insecurity, mental health needs, justice system involvement, limited work experience, language barriers, and a lack of confidence or connection to traditional education and employment systems. Operation Fresh Start addresses these barriers through individualized career coaching, case management, resource navigation, emergency financial assistance, transportation support, daily meals, mental health partnerships, bilingual communication and interpretation services, and strong, relationship-based support.

Because participants earn wages while enrolled, they can build financial stability while gaining the work experience, technical skills, and credentials employers value. Staff meet regularly with participants to identify emerging barriers, adjust support plans, connect participants to community resources, and coordinate services

across internal staff and external partners. This proactive, individualized approach helps participants remain engaged, successfully complete training, and transition into employment or registered apprenticeships.

iii. **Enrollment & Engagement Approach:**

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

Participants complete an application, interview, and enrollment process that explores their career interests, strengths, previous experience, employment goals, and support needs. Following enrollment, staff work collaboratively with each participant to develop an individualized service plan that guides occupational training, career development, supportive services, and goal setting throughout the program.

Engagement is sustained through paid participation, meaningful work on active job sites, structured progression through the academy's training tiers, individualized career coaching, and consistent support from a multidisciplinary team that includes crew supervisors, transition coordinators, resource specialists, and other program staff. Participants receive ongoing feedback from both OFS staff and employer partners while regularly reviewing progress toward personal, training, and employment goals.

Staff use case management meetings, participant feedback, performance observations, and regular communication to monitor progress and respond quickly to changing needs. This relationship-based approach helps participants remain engaged, successfully complete the program, and transition confidently into employment or registered apprenticeships.

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.,).

The Build and Conservation Academies are full-time, paid workforce development programs that combine employer-integrated work-based learning, occupational skills training, career coaching, case management, and comprehensive support services to prepare emerging adults for employment and registered apprenticeships in the skilled trades and conservation.

Participants begin by developing foundational technical skills, workplace safety knowledge, and professional expectations while earning wages and working as members of a crew under the supervision of experienced crew supervisors. Working on active job sites allows participants to develop technical skills while experiencing the pace, expectations, teamwork, safety practices, and professionalism of their chosen industries, preparing them to succeed in today's workforce. Build Academy participants progress through structured training tiers, beginning with residential construction before advancing to commercial construction projects with employer partners. Conservation Academy participants develop occupational skills through habitat restoration, trail construction, invasive species management, land stewardship, and natural resource projects completed in partnership with local governments and community organizations throughout Madison and Dane County.

Throughout the program, participants receive individualized career coaching, case management, and ongoing feedback while earning industry-recognized credentials, including OSHA 10 Construction Safety, CPR/First Aid, and Wisconsin Bureau of Apprenticeship Standards Certified Pre-Apprenticeship certificates. Participants also strengthen essential workplace skills such as communication, teamwork, problem-solving, professionalism, reliability, and leadership through daily participation on active job sites.

Employer engagement is integrated throughout the program. OFS works closely with employers, apprenticeship sponsors, labor organizations, and public partners to understand evolving workforce needs and continuously refine training, credentialing, and skill development. Participants work alongside industry professionals on active job sites where they experience the pace, expectations, and culture of the industry while demonstrating their skills in authentic work environments. These experiences regularly lead to direct employment opportunities with employer partners, general contractors, subcontractors, and public agencies in positions that offer opportunities for advancement, registered apprenticeship, and long-term career growth. Career planning, employment placement, apprenticeship connections, and continued follow-up support help participants successfully transition into careers.

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

Operation Fresh Start serves emerging adults from across the City of Madison, with a focus on neighborhoods identified in the Employment and Career Development Equity Area Map where residents experience disproportionate barriers to employment and economic opportunity. Participants transition from Operation Fresh Start's Legacy program or are referred by workforce partners, neighborhood centers, community organizations, public agencies, and other youth-serving organizations serving residents throughout Madison.

The Build and Conservation Academies are based at Operation Fresh Start's campus at 2670 Milwaukee Street, adjacent to East High School. Participants receive instruction at the campus and paid, employer-integrated training on active residential and commercial construction sites and conservation project sites throughout Madison and Dane County. Delivering services in both classroom and workplace settings provides participants with authentic work experience while expanding access to employers and career opportunities across the region.

Reliable transportation is essential to participant success. Operation Fresh Start provides Madison Metro bus passes, transportation assistance, support obtaining driver's licenses through its Drive program, and individualized transportation planning to help participants consistently access training sites, job sites, interviews, and employment opportunities.

The Build and Conservation Academies expand access to family-supporting careers by combining paid, employer-integrated work-based learning with career coaching, case management, industry-recognized credentials, and comprehensive wraparound supports. This comprehensive approach helps young adults from historically underserved communities overcome barriers to employment while helping Madison employers develop a skilled workforce.

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

Table 1:

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	8:00 AM	4:00 PM
	Operation Fresh Start campus; community construction and conservation worksites throughout Dane County.	

	Participants report to OFS daily and receive onsite technical training, certifications, and career development in addition to hands-on learning at active community worksites.	
Tuesday	8:00 AM	4:00 PM
	same as above	
Wednesday	8:00 AM	4:00 PM
	same as above	
Thursday	8:00 AM	4:00 PM
	same as above	
Friday	Choose an item.	Choose an item.
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

****If hours are different than those listed, please use rows below drop-down list***

Table 2: (Optional/if needed)

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	Choose an item.	Choose an item.
Tuesday	Choose an item.	Choose an item.
Wednesday	Choose an item.	Choose an item.
Thursday	Choose an item.	Choose an item.
Friday	Choose an item.	Choose an item.
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

****If hours are different than those listed, please use rows below drop-down list***

If applicable, please list the third and any subsequent service locations. Include the specific program schedule(s) differences as compared to the programs included in the tables above:

4. ENGAGEMENT COORDINATION AND COLLABORATION

- A. Family Engagement: Describe how your program engaged youth, individuals, and families in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

Operation Fresh Start developed this proposal through ongoing input from participants, families, staff, employer partners, and community stakeholders. Participant feedback gathered through surveys, case management meetings, informal conversations, and exit interviews has informed program improvements, including enhancements to participant wages, supportive services, career exploration, mental health resources, and workplace experiences.

Because Build and Conservation Academy participants are young adults, the program emphasizes participant leadership and self-determination while recognizing that each participant defines their own support network. Some participants maintain close relationships with parents or family members, while others rely on partners, friends, mentors, or are parents themselves. With participant consent, staff engage families and other supportive individuals as appropriate to celebrate milestones, address challenges, strengthen support systems, and help participants achieve their education, employment, and personal goals.

Participant feedback remains central to program implementation and evaluation. Through regular goal-setting meetings, case management, surveys, and ongoing conversations, participants help shape program activities and identify opportunities for continuous improvement, ensuring the academies remain responsive to the evolving needs of the young adults they serve.

- 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.

Operation Fresh Start developed this proposal through ongoing collaboration with employers, apprenticeship sponsors, workforce partners, public agencies, community organizations, and participants. These stakeholders provide continuous feedback on workforce needs, industry expectations, technical skills, and hiring trends, helping ensure the Build and Conservation Academies remain responsive to both employer demand and participant needs.

Community partners are actively involved in program implementation. Build Academy participants work alongside employer partners on residential and commercial construction projects, while Conservation Academy participants complete projects that strengthen Madison and Dane County communities through trail construction, habitat restoration, invasive species management, and stewardship of parks and natural areas. These projects provide meaningful community benefit while allowing participants to develop technical skills, build professional relationships, and demonstrate their abilities in authentic work settings.

Operation Fresh Start maintains regular communication with partners to review participant progress, evaluate employment outcomes, identify emerging workforce needs, and strengthen training opportunities. Feedback from community partners and participants is used to continuously improve program activities and ensure the academies prepare young adults for successful careers while meeting regional workforce needs.

- 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)?
JP Cullen	Employer and industry partner. Provides commercial construction industry engagement, career exploration, authentic worksite exposure, mentorship, and connections to employment and registered apprenticeship opportunities.	George Cullen	Letter of Commitment
Findorff	Employer and industry partner. Provides construction industry engagement, authentic worksite exposure, mentorship, career exploration, and connections to employment and registered apprenticeship opportunities.	Kyle Olson	Letter of Commitment
Habitat for Humanity	Construction worksite partner. Provides affordable housing construction projects that serve as authentic work-based learning sites where participants develop technical and professional skills while contributing to the community.	Hilary Parker	Letter of Commitment
Dane County Parks	Conservation worksite partner. Provides conservation, habitat restoration, trail construction, forestry, and land stewardship projects where participants develop occupational skills through authentic work-based learning.	Joleen Stinson	Letter of Commitment
Workforce Development Board of South Central Wisconsin	Workforce system partner. Supports workforce system coordination, participant referrals, career pathway development, resource coordination, and connections to employment, training, and registered apprenticeship opportunities.	Seth Lentz	Letter of Commitment
City of Madison Engineering Division	Municipal worksite partner. Provides public infrastructure and community improvement projects that offer authentic work-based learning while exposing participants to municipal careers and public-sector work environments.	James Wolfe	Letter of Commitment

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

Urban League of Greater Madison - Community workforce partner. Collaborates with OFS through participant referrals, coordinated support services, community outreach, resource sharing, and ongoing communication to strengthen workforce pathways and connect participants with the programs and resources that best support their education and employment goals. Letter of Commitment. Contact - Ruben Anthony. Letter of Commitment.

Latino Academy of Workforce Development - Community workforce partner. Collaborates with OFS through participant referrals, coordinated support services, community outreach, resource sharing, and ongoing communication to expand equitable access to workforce development services and connect participants with the programs and resources that best support their education and employment goals. Contact - Dr. Nydia Martinez. Letter of Commitment.

How do these partnerships enhance this proposal?

These partnerships are fundamental to the Build and Conservation Academies' employer-integrated workforce development model. Employer partners provide active job sites where participants gain hands-on experience, develop technical and professional skills, and build relationships with potential employers. Public-sector partners provide meaningful conservation projects that improve parks, trails, and natural areas while allowing participants to apply their skills in real-world settings. Employer, workforce system, and public-sector partners help align training with industry standards and create direct pathways to employment and registered apprenticeships. Together, these partnerships ensure participants receive training that reflects current workforce needs while strengthening Madison's skilled workforce.

What are the decision-making agreements with each partner?

Operation Fresh Start is responsible for overall program management, participant recruitment and enrollment, curriculum, supervision, supportive services, data collection, and program evaluation. Partner organizations collaborate with OFS to identify project opportunities, coordinate work experiences, provide technical expertise, and strengthen employment and apprenticeship pathways. Regular communication between OFS staff and partners supports project planning, participant progress, workplace safety, and continuous program improvement. Operational decisions are made collaboratively within each partner's area of expertise, while Operation Fresh Start maintains responsibility for overall program administration and participant success.

- 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?

Operation Fresh Start provides comprehensive resources that help participants overcome barriers to employment and successfully complete training. In addition to paid work-based learning and occupational skills training, participants have access to career coaching, case management, transportation assistance, driver's license support through the Drive program, emergency financial assistance, daily meals, mental health services, financial capability education, resource navigation, employment placement assistance, and connections to registered apprenticeships and postsecondary education.

Resource coordination is individualized and integrated throughout the participant experience. Transition Coordinators, Resource Specialists, Crew Supervisors, and other program staff work collaboratively to assess participant needs, develop individualized service plans, monitor progress, and connect participants with both internal supports and community resources. When needs extend beyond Operation Fresh Start's services, staff coordinate referrals and maintain communication with partner organizations to help ensure participants successfully access the resources they need.

This coordinated, relationship-based approach enables participants to address barriers as they arise, remain engaged in training, and successfully transition into employment, registered apprenticeships, and long-term careers.

5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

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

Operation Fresh Start tracks program outputs through a comprehensive participant data system that documents enrollment, participation, service delivery, and program completion. Outputs include unduplicated participants enrolled, participant demographics, attendance, hours of participation, paid work hours, program completion, industry-recognized credentials earned, supportive services provided, work-based learning experiences completed, employment and apprenticeship placements, and follow-up participation.

Program data are collected through participant files, attendance and payroll records, case management documentation, credential verification, employment records, and partner documentation. Program leadership regularly reviews output data to monitor participant progress, evaluate program implementation, ensure fidelity to the academy's tiered training model, and identify opportunities for continuous improvement.

- B. Program Outcomes

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

Operation Fresh Start established its outcome objectives using historical performance data from the Build and Conservation Academies, participant outcome data, and ongoing analysis of program performance. Internal data systems track credential attainment, program completion, employment, registered apprenticeship entry, wage outcomes, and participant retention, allowing staff to evaluate trends over time and set ambitious yet achievable performance targets.

Outcome objectives are also informed by labor market information, employer and apprenticeship partner feedback, and the City of Madison's Employment and Career Development priorities. Program leadership reviews outcome data annually to evaluate performance, identify opportunities for improvement, and ensure the academies continue preparing participants for employment, registered apprenticeships, and long-term career advancement.

Please complete the table(s) with your selected outcome objectives. Applicants must choose from the measurable outcomes listed in the RFP that correspond to the priority area for which they are applying. Please see the "Measures of Success" section of the RFP guidelines for a list. Applicants may propose additional program-specific outcomes they plan to track and evaluate. **Note: Outcome EXAMPLE Objective is not required and is ONLY meant to serve as an example outcome to reference as you complete the other tables**

Outcome EXAMPLE Objective: 75% of program participants obtained an industry recognized certificate by end of program.				
Performance Standard	Targeted Percent	75%	Targeted Number	90 of 120 clients
	Actual Percent	78%	Actual Number	94 out of 120 clients
Measurement Tool(s) and Comments: Client exit survey				
Methodology: The primary measurement tool was an exit survey that used open-ended and multiple-choice prompts to allow participants to elaborate on their experiences. Surveys were distributed to all program participants at time of exit from services/at the point of program completion, surveys are voluntary and anonymous.				

Outcome Objective #1: 90% of program participants will earn one or more industry-recognized credentials by program completion.

Performance Standard	Targeted Percent	90	Targeted Number	45
	Actual Percent		Actual Number	

Measurement Tool(s) and Comments: Credential records, OSHA 10 certificates, CPR/First Aid certifications, Wisconsin Bureau of Apprenticeship Standards Certified Pre-Apprenticeship documentation, participant records.

Methodology: Credentials are verified and documented throughout program participation. Staff maintain copies of all certifications and record credential attainment in the participant data system upon successful completion.

Outcome Objective #2: 85% of program participants will obtain employment or enter a Registered Apprenticeship related to their career goals by program exit.				
Performance Standard	Targeted Percent	85%	Targeted Number	43
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Employment verification, employer confirmation, apprenticeship documentation, participant follow-up records.				
Methodology: Employment outcomes are documented at program completion through employer verification, apprenticeship enrollment documentation, and participant follow-up conducted by Transition Coordinators and Resource Specialists.				

Outcome Objective #3: 90% of program participants who obtain employment will earn a starting wage of at least \$22.00 per hour.				
Performance Standard	Targeted Percent	90%	Targeted Number	39
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Employment verification forms, participant self report, participant employment records, and wage documentation collected at placement.				
Methodology: Starting hourly wages are documented for all participants who obtain employment at the time of placement. Wages are verified through employer documentation, participant confirmation, and employment records maintained by Operation Fresh Start. Wage data are entered into the participant data system and reviewed to evaluate the program's success in preparing participants for quality employment with family-supporting career potential.				

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 utilizes a comprehensive data management approach that integrates multiple data tracking systems to meet the reporting requirements of diverse funding partners. Participant demographics, enrollment, attendance, paid work hours, program activities, supportive services, industry-recognized credentials, employment outcomes, starting wages, and program expenses are documented throughout program participation using electronic participant records, case management documentation, attendance and payroll records, credential verification, employment records, financial systems, and funder-required reporting platforms.

Program staff enter and review data on an ongoing basis to monitor participant progress, ensure data quality, and support accurate and timely reporting. Leadership regularly reviews program and financial data to evaluate performance, measure progress toward outcome objectives, identify opportunities for continuous improvement, and ensure compliance with City of Madison reporting 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)
Director of Build Academy and Construction		N/A	2670 Milwaukee St, Madison, WI 53704
Build Academy Program Coordinator		N/A	2670 Milwaukee St, Madison, WI 53704
Construction Training Manager		N/A	2670 Milwaukee St, Madison, WI 53704
Build Academy Supervisor		N/A	2670 Milwaukee St, Madison, WI 53704
Conservation Academy Supervisor		N/A	2670 Milwaukee St, Madison, WI 53704
Director of Finance and Operations		N/A	2670 Milwaukee St, Madison, WI 53704
Executive Director		N/A	2670 Milwaukee St, Madison, WI 53704
Senior Accountant		N/A	2670 Milwaukee St, Madison, WI 53704

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

Operation Fresh Start utilizes volunteers in limited, supervised roles that may involve incidental contact with program participants, including staffing the front desk and assisting with occasional community projects. All volunteers complete an application and screening process, receive an orientation to Operation Fresh Start's mission, participant confidentiality, professional boundaries, and organizational policies, and are assigned responsibilities appropriate to their role. Volunteers are supervised by Operation Fresh Start staff and do not provide case management, instruction, participant supervision, or other direct program services. Staff remain responsible for participant safety, program implementation, and volunteer oversight at all times.

- 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.

Operation Fresh Start has the facilities, equipment, staffing, partnerships, and operational infrastructure necessary to successfully implement the Build and Conservation Academies. The program operates from Operation Fresh Start's campus at 2670 Milwaukee Street and utilizes active residential and commercial construction sites, conservation project sites, vehicles, tools, equipment, technology, classrooms, and meeting space to support participant learning and paid work-based training.

Participants are provided with the equipment and supports needed to safely and successfully participate, including personal protective equipment such as hard hats, safety glasses, hearing protection, work gloves, high-visibility apparel, work boots, weather-appropriate outerwear, and other job-specific safety equipment. Participants also have access to transportation assistance, daily meals, career coaching, case management, mental health resources, emergency financial assistance, driver's license support through the Drive program, and other wraparound services that reduce barriers to participation and employment.

The employer, apprenticeship, and community partnerships that provide work-based learning opportunities, technical expertise, and employment pathways are well established and actively support program implementation. These resources are currently in place and will continue to support successful program delivery throughout the grant period.

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.

N/A

B. Disclosure of Contract Failures, Litigations

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

N/A

APPLICATION FOR 2026 EMPLOYMENT AND CAREER DEVELOPMENT 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	
Director	Brian McMahon
Email Address	bcmcmahon@operationfreshstart.org
Additional Contact	Karen Pritchard
Email Address	kpritchard@operationfreshstart.org
Legal Status	Private: Non-Profit
Federal EIN:	23-7108090

2. PROPOSED PROGRAMS

Program Name:	2027		If currently City funded	
	Letter	Amount Requested	2026 Allocation	Joint/Multi Application - SELECT Y/N
Legacy Construction and Conservation	A	\$100,000	\$70,000	
Contact:	Cory Rich, crich@operationfreshstart.org			
Build and Conservation Academies	B	\$50,000		
Contact:	Steve Gardner, sgardner@operationfreshstart.org			
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$150,000		

DEFINITION OF ACCOUNT CATEGORIES:

Personnel: Amount reported should include salary, taxes and benefits. Salary includes all permanent, hourly and seasonal staff. Taxes/benefits include all payroll taxes, unemployment compensation, health insurance, life insurance, retirement benefits, etc.

Operating: Amount reported for operating costs should include all of the following items: insurance, professional fees and audit, postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone, training and conferences, food and household supplies, travel, vehicle costs and depreciation, and other operating related cost.

Space: Amount reported for space costs should include all of the following items: Rent/Utilities/Maintenance: Rental costs for office space; costs of utilities and maintenance for owned or rented space. Mortgage Principal/Interest/Depreciation/Taxes: Costs with owning a building (excluding utilities and maintenance).

Special Costs: Assistance to Individuals - subsidies, allowances, vouchers, and other payments provided to clients. Payment to Affiliate Organizations - required payments to a parent organization. Subcontracts - the organization subcontracts for service being purchased by a funder to another agency or individual. Examples: agency subcontracts a specialized counseling service to an individual practitioner; the agency is a fiscal agent for a collaborative project and provides payment to other agency.

3. SIGNATURE PAGE**AFFIRMATIVE ACTION**

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at cityofmadison.com/civil-rights/contract-compliance.

CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

INSURANCE

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management: Commercial General Liability, Automobile Liability, Worker's Compensation, and Professional Liability. The cost of this coverage can be considered in the request for funding.

4. SIGNATURE

Enter name:

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above.

DATE

INITIALS:

If costs.

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ies.

5. BOARD-STAFF DEMOGRAPHICS

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

DESCRIPTOR	BOARD		STAFF		MADISON*		
					GENERAL	POVERTY	R/POV**
	Number	Percent	Number	Percent	Percent	Percent	Percent
TOTAL	15	100%	41	100%			
GENDER							
MAN	7	47%	25	63%			
WOMAN	8	53%	14	35%			
NON-BINARY/GENDERQUEER	0	0%	1	3%			
PREFER NOT TO SAY	0	0%	1	6%			
TOTAL GENDER	15	100%	41	100%			
AGE							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	11	73%	37	90%			
60 AND OLDER	4	27%	4	10%			
TOTAL AGE	15	100%	41	100%			
RACE							
WHITE/CAUCASIAN	10	67%	33	80%	80%	67%	16%
BLACK/AFRICAN AMERICAN	3	20%	4	10%	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	2	13%	2	5%	3%	4%	26%
BALANCE/OTHER	0	0%	1	2%	1%	2%	28%
TOTAL RACE	15	100%	41	100%			
ETHNICITY							
HISPANIC OR LATINO	2	13%	1	2%	7%	9%	26%
NOT HISPANIC OR LATINO	13	87%	40	98%	93%	81%	74%
TOTAL ETHNICITY	15	100%	41	100%			
PERSONS WITH DISABILITIES	0	0%		0%			

*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)

Operation Fresh Start is intentional about building a Board of Directors and staff that reflect the racial, cultural, and lived experiences of the young people and communities we serve. We prioritize inclusive recruitment, hiring, and board development to strengthen diverse representation, and our Board includes a former participant whose lived experience informs organizational leadership. We remain committed to continuing this work as our organization evolves.

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2025

10

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

10

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

15

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

Name	Jeffrey Russell			
Home Address	Poynette, WI 53955			
Occupation	Vice Provost for Lifelong Learning; Dean, Division of Continuing Studies; Professor of Civil and Environmental Engineering			
Representing				
Term of Office		From:	01/2021	To: 01/2027
Name	Salli Martyniak			
Home Address	Waunakee, WI 53597			
Occupation	Principal, Community Matters, LLC			
Representing				
Term of Office		From:	05/2020	To: 01/2027
Name	Karen Oberhauser			
Home Address	Madison, WI 53711			
Occupation	UW Madison Entomology Professor Emerita, Retired Arboretum Director			
Representing				
Term of Office		From:	03/2024	To: 01/2031
Name	Andy Pascaly			
Home Address	Fitchburg, WI 53711			
Occupation	Finance, Epic Systems Corporation			
Representing				
Term of Office		From:	01/2022	To: 01/2028
Name	Steph Harrill Kyle			
Home Address	Madison, WI 53717			
Occupation	Director of Financial Inclusion and Community Engagement, UW Credit Union			
Representing				
Term of Office		From:	01/2024	To: 01/2030
Name	Candace Enis			
Home Address	Madison, WI 53716			
Occupation	City of Madison Police Department			
Representing				
Term of Office		From:	08/2024	To: 01/2028
Name	Christopher Kilgour			
Home Address	Madison, WI 53703			
Occupation	Community Outreach Manager, Nelson Institute for Environmental Studies, UW Madison			
Representing				
Term of Office		From:	01/2025	To: 01/2028
Name	Jose Luna			
Home Address	Associate Dean, School of Academic Advancement, Madison College			
Occupation	Madison, WI 53719			
Representing				
Term of Office		From:	05/2025	To: 01/2032

AGENCY GOVERNING BODY cont.

Name	Kyle Olson			
Home Address	Lodi, WI 53555			
Occupation				
Representing	Director of Field Operations, JH Findorff			
Term of Office		From:	01/2022	To: 01/2028
Name	Erica Nelson			
Home Address	Madison, WI 53704			
Occupation	Executive Director, LIFT Wisconsin			
Representing				
Term of Office		From:	01/2021	To: 01/2027
Name	Ashlyn Smith			
Home Address	Middleton, WI 53562			
Occupation	Senior Associate at CLA (CliftonLarsonAllen)			
Representing				
Term of Office		From:	01/2024	To: 01/2030
Name	Tom Ward			
Home Address	Middleton, WI 53562			
Occupation	Chief Human Resources Officer Senior Director, Human Resources, Quartz Health Solutions, Inc			
Representing				
Term of Office		From:	04/2025	To: 01/2032
Name	Ramona Natera			
Home Address	Apt 203			
Occupation	State of WI DWD, Unemployment Insurance Division, Administrative Law Judge			
Representing				
Term of Office		From:	08/2025	To: 01/2032
Name	Rob Weise			
Home Address				
Occupation	Hooper Corporation, Vice President Mechanical Division - HVAC			
Representing				
Term of Office		From:	08/2025	To: 01/2032
Name	Monica Mims			
Home Address	Madison, WI 53718-2908			
Occupation	Alliant Energy, Grassroots Community Engagement Partner			
Representing				
Term of Office		From:	09/2025	To: 01/2032
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	01/2021	To: mm/yyyy

****Instructions: Complete this workbook in tab order, so the numbers will autofill correctly. Only fill in the yellow cells. Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.**

Please fill out all expected revenues for the programs you are requesting funding for in this application.
All programs not requesting funding in this application, should be combined and entered under NON APP PGMS
(last column)

REVENUE SOURCE	AGENCY 2027	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	454,014	454,014					
UNITED WAY DANE CO	37,000	37,000					
CITY CDD (This Application)	150,000	100,000	50,000				
City CDD (Not this Application)	0						
OTHER GOVT*	2,078,649	1,563,806	265,846				248,997
FUNDRAISING DONATIONS**	2,816,844						2,816,844
USER FEES	0						
TOTAL REVENUE	5,536,507	2,154,820	315,846	0	0	0	3,065,841

*OTHER GOVERNMENT: Includes all Federal and State funds, as well as funds from other counties, other Dane County Departments, and all other Dane County cities, villages, and townships.

**FUNDRAISING: Includes funds received from foundations, corporations, churches, and individuals, as well as those raised from fundraising events.

Enter all expenses for the programs in this application under the PGM A-E columns. Enter the amount you would like the City to pay for with this funding under the CITY SHARE

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

ACCOUNT CATEGORY	AGENCY 2025	TTL CITY REQUEST	PGM A	CITY SHARE	PGM B	CITY SHARE	PGM C	CITY SHARE	PGM D	CITY SHARE	PGM E	CITY SHARE	NON APP PGMS
A. PERSONNEL													
Salary	1,628,775	70,725	970,709	44,850	658,066	25,875							
Taxes/Benefits	713,843	31,775	420,082	20,150	293,761	11,625							
Subtotal A.	2,342,618	102,500	1,390,791	65,000	951,827	37,500	0	0	0	0	0	0	0
B. OTHER OPERATING													
Insurance	52,551	0	34,378		18,173								
Professional Fees/Audit	38,963	0	24,829		14,134								
Postage/Office & Program	0	0											
Supplies/Printing/Photocopy	31,840	0	19,560		12,280								
Equipment/Furnishings/Depr.	52,582	0	19,807		32,775								
Telephone	2,898	0	1,932		966								
Training/Conferences	27,900	0	17,700		10,200								
Food/Household Supplies	90,752	0	90,752										
Travel	8,000	0	8,000										
Vehicle Costs/Depreciation	151,119	10,000	87,287	10,000	63,832								
Other	100	0	100										
Subtotal B.	456,705	10,000	304,345	10,000	152,360	0	0	0	0	0	0	0	0
C. SPACE													
Rent/Utilities/Maintenance	160,357	0	102,188		58,169								
Mortgage Principal/Interest	0	0											
Depreciation/Taxes	0	0											
Subtotal C.	160,357	0	102,188	0	58,169	0	0	0	0	0	0	0	0
D. SPECIAL COSTS													
Assistance to Individuals	1,920,126	37,500	1,100,325	25,000	819,801	12,500							
Partner/Joint Agency/Agencies	0	0											
Contractors/Subcontractors	25,307	0	22,780		2,527								
Pymt to Affiliate Orgs	0	0											
Other	0	0											
Subtotal D.	1,945,433	37,500	1,123,105	25,000	822,328	12,500	0	0	0	0	0	0	0
TOTAL (A.-D.)	4,905,113	150,000	2,920,429	100,000	1,984,684	50,000	0	0	0	0	0	0	0

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

Title of Staff Position*	2027 Program A FTE**	2027 Program B FTE**	2027 Program C FTE**	2027 Program D FTE**	2027 Program E FTE**	2027 Total FTE	2027 Annualized Salary	2027 Payroll Taxes and Fringe Benefits	2027 Total Amount	2027 Hourly Wage***	2027 Amount Requested from the City of Madison
Executive Director	0.20	0.20				0.40	132,500	29,697	162,197	0.00	938
Senior Accountant	0.20	0.20				0.40	76,000	13,574	89,574	0.00	937
Education Manager	1.00					1.00	42,250	25,494	67,744	0.00	5,065
Director of Legacy and Conserva	1.00					1.00	88,100	25,226	113,326	0.00	5,065
Legacy Supervisor - Conservatio	1.00					1.00	64,750	10,095	74,845	0.00	5,065
Legacy Supervisor - Constructio	1.00					1.00	73,250	27,892	101,142	0.00	5,065
Legacy Supervisor - Constructio	1.00					1.00	66,188	21,206	87,394	0.00	5,065
Legacy Crew Supervisor - Conse	1.00					1.00	52,150	10,238	62,388	0.00	5,065
Conservation Academy Supervisor		1.00				1.00	59,000	10,417	69,417	0.00	3,750
Director of Finance and Operatio	0.20	0.20				0.40	87,600	22,909	110,509	0.00	937
Transitions Coordinator	1.00					1.00	50,000	14,700	64,700	0.00	5,065
Transitions Coordinator	1.00					1.00	55,000	14,781	69,781	0.00	5,065
Participant Resource Manager	0.20	0.20				0.40	79,000	23,406	102,406	0.00	938
Teacher	1.00					1.00	67,000	10,949	77,949	0.00	5,065
Teacher	1.00					1.00	55,000	14,700	69,700	0.00	5,065
Data Coordinator	0.50					0.50	56,500	25,722	82,222	0.00	2,321
Human Resources Generalist	0.20					0.20	50,000	13,221	63,221	0.00	1,161
Outreach Specialist	0.50					0.50	65,720	1,000	66,720	0.00	2,321
Cook	0.75					0.75	40,884	1,459	42,343	0.00	3,482
Director of Build Academy and Construction		1.00				1.00	91,100	37,925	129,025	0.00	3,750
Build Academy Program Coordinator		1.00				1.00	69,800	10,095	79,895	0.00	3,750
Build Academy Supervisor		1.00				1.00	75,100	29,219	104,319	0.00	3,750
SUBTOTAL/TOTAL:	12.75	4.80	0.00	0.00	0.00	17.55	1496892.48	393923.36	1890815.84	0.00	78685.00

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 requestong funding in this application, and the amount of time they will spend in each program.**

Title of Staff Position*	2026 Program A FTE**	2026 Program B FTE**	2026 Program C FTE**	2026 Program D FTE**	2026 Program E FTE**	2026 Total FTE	2026 Annualized Salary	2026 Payroll Taxes and Fringe Benefits	2026 Total Amount	2026 Hourly Wage***	2026 Amount Requested from the City of Madison
Build Academy Supervisor		1.00				1.00	67,319	15,206	82,525	0.00	3,750
Build Academy Supervisor		1.00				1.00	64,800	13,963	78,763	0.00	3,750
Build Academy Supervisor		1.00				1.00	63,900	1,000	64,900	0.00	3,750
Legacy Crew Supervisor - Conse	1.00					1.00	51,250	9,813	61,063	0.00	5,065
Conservation Academy Supervisor		1.00				1.00	55,000	10,095	65,095	0.00	3,750
Construction Training Manager		1.00				1.00	49,857	32,098	81,956	0.00	3,750
						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:	13.75	9.80	0.00	0.00	0.00	23.55	1849018.62	476099.04	2325117.66	0.00	102500.00

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

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

Program Summary

This tab should be completely filled in by your previous answers.

Pgm Letter	Program Name	Program Expenses	2026 City Request
A	Legacy Construction and Conservation	PERSONNEL	65,000
		OTHER OPERATING	10,000
		SPACE	0
		SPECIAL COSTS	25,000
		TOTAL	100,000
B	Build and Conservation Academies	PERSONNEL	37,500
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	12,500
		TOTAL	50,000
C	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			150,000