



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?



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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:	Legacy Construction and Conservation	Total Amount Requested for this Program:	\$ 100,000
Legal Name of Organization:	Operation Fresh Start, Inc	Total amount Requested for Lead/Single Applicant	\$ 100,000
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.

Despite Madison's strong economy, many young people continue to face significant barriers to completing high school, gaining meaningful work experience, and accessing career pathways that lead to long-term economic mobility. Young people often experience multiple barriers simultaneously including poverty, educational disruption, transportation challenges, housing instability, mental health needs, and limited access to supportive adult relationships, making it difficult for youth to succeed through traditional education or workforce systems alone. Many Legacy participants are significantly behind in credits or have become disconnected from school after struggling in traditional educational settings. Legacy provides an alternative pathway that reconnects youth to education through paid, hands-on workforce development while they earn a Madison Metropolitan School District high school diploma.

The need is significant. An estimated 29,000 young people ages 16–24 in Dane County are disconnected from school and work, while Black students in the Madison Metropolitan School District continue to graduate at substantially lower rates than their White peers. These disparities extend beyond graduation rates to include disproportionate rates of school exclusion, justice-system involvement, and economic hardship, underscoring the need for alternative pathways that reconnect young people to education and careers. At the same time, 72% of jobs will require education or training beyond high school by 2031, increasing the importance of helping youth successfully transition to postsecondary education, apprenticeships, and family-supporting careers.

Community input from participants, families, employers, schools, and community partners consistently reinforces these findings. Young people need opportunities to complete their education, gain paid work experience, build workforce skills, overcome

barriers, and connect to long-term career pathways. Employers likewise emphasize the need for workers who possess both technical skills and the professional skills needed for long-term 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?

The goal of Operation Fresh Start's Legacy Program is to prepare youth ages 16–21 for lifelong educational and career success by integrating high school completion, paid work-based learning, workforce development, industry-recognized credentials, career exploration, employer engagement, and individualized supports into one coordinated program. For many participants, construction and conservation are not the destination, they are the engaging, hands-on learning environments through which young people reconnect to education, discover their strengths, earn a diploma, and prepare for a wide range of career opportunities.

Grounded in the belief that young people succeed when they are held to high expectations and provided the support needed to meet them, Legacy helps participants build the skills, confidence, and stability necessary to achieve employment, apprenticeships, postsecondary education, and long-term economic mobility.

Legacy directly aligns with the City's Youth Employment priorities by providing paid work experience, workforce readiness training, career exploration, skill development, supportive services, and strong connections to education and employment. Through an integrated, relationship-based approach, the program removes barriers, expands opportunities, and prepares participants for lasting success in the workforce and their communities.

- 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 Legacy Program is an integrated education and workforce development program serving youth ages 16–21. Participants complete their high school diploma while earning wages through paid construction or conservation work-based learning, developing technical and professional skills, earning industry-recognized credentials, and exploring career pathways.

Legacy combines classroom learning, paid work-based learning, employer engagement, driver's license attainment, mentoring, and individualized supports to help participants graduate from high school and successfully transition to employment, registered apprenticeships, or postsecondary education. Services are delivered by a multidisciplinary team that integrates education, workforce development, coaching, and individualized supports while coordinating academic instruction, career planning, case management, and wraparound services throughout each participant's experience.

Expected outcomes include increased high school graduation, industry-recognized credentials, workforce readiness, driver's license attainment, employment, registered apprenticeship entry, postsecondary enrollment, and long-term economic mobility.

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 Legacy Program serves youth ages 16–21 who are working to complete high school, gain meaningful work experience, and prepare for employment, apprenticeships, or postsecondary education. 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. Participants reflect the diversity of the communities OFS serves, with 62% identifying as Black or African American, 24% as White, and 9% as bi-racial. Twenty-one percent identified their ethnicity as Hispanic or Latino. These demographics closely reflect the young people who experience the greatest educational and economic disparities in Madison, including disproportionate rates of school disengagement, lower graduation rates, poverty, and involvement with the justice system.

Many participants are reconnecting to education after experiencing educational disruption and are navigating barriers such as transportation, housing instability, mental health needs, or financial hardship while working toward their goals. Legacy is

designed to meet young people where they are, build on their strengths, and provide the individualized support needed to help them achieve lasting educational and career success.

Participant voice is central to Legacy's continuous improvement. OFS regularly incorporates feedback from participants through surveys, one-on-one coaching, case management meetings, and exit interviews, as well as ongoing input from families, schools, employers, and community partners. Participant and partner feedback has directly shaped Legacy's evolution, leading to expanded driver's license support, enhanced mental health resources, strengthened financial literacy programming, and other responsive services that address barriers identified by participants and better prepare them for employment and long-term career success.

- 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	27	20.5
Black/African American	73	55.3
Asian	2	1.5
American Indian/Alaskan Native	1	0.7
Native Hawaiian/Other Pacific Islander	0	0
Multi-Racial	12	9.1
Balance/Other	17	12.9
Total:	132	
Ethnicity		
Hispanic or Latino	33	25
Not Hispanic or Latino	99	75
Total:	132	
Gender		
Man	99	75
Woman	31	23.5
Non-binary/GenderQueer	2	1.5
Prefer Not to Say	0	0
Total:	132	

Comments (optional): Participant demographic information is based on OFS's FY25 participant 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 providing culturally and linguistically responsive services that reflect the experiences, identities, and strengths of the young people we serve. Participants are paired with multidisciplinary

support teams that build authentic relationships, recognize individual strengths, and tailor services to each participant's goals, culture, and lived experience.

Language access is provided through bilingual staff, translated written materials, professional interpretation services, and LanguageLine to ensure participants and families can fully engage regardless of their primary language.

Staff receive ongoing professional development in diversity, equity, inclusion, trauma-informed practice, restorative approaches, and culturally responsive engagement. OFS also partners with culturally responsive community providers, including Anesis Therapy, to expand access to mental health services that reflect participants' cultural backgrounds, identities, and individual needs.

These practices help ensure participants experience an environment where they feel respected, supported, and able to fully participate in their education, workforce training, and career development.

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 strong partnerships with the Madison Metropolitan School District and other Dane County school districts, school counselors, social workers, alternative education programs, youth-serving organizations, workforce partners, neighborhood and community organizations, and families. Referrals also come from community agencies, juvenile justice partners, and current and former participants. After 56 years of serving Dane County, word-of-mouth referrals have become one of OFS's strongest recruitment tools. Many young people enroll because a sibling, parent, aunt, uncle, grandparent, or another trusted family member previously participated in the program and encourages them to apply. Outreach also includes presentations, community events, digital communications, and individualized conversations that help youth and families understand the opportunities available through Legacy.

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?

Operation Fresh Start recognizes that barriers to participation extend beyond education and employment. Every Legacy participant is supported by a dedicated case management team consisting of a Transition Coordinator, Teacher, and Crew Supervisor who work collaboratively to help participants identify goals, address challenges, and stay engaged throughout the program. Participants also have access to OFS's Resource Coordinator, who provides additional resource navigation, support, and connections to community services as needed.

Through this relationship-based approach, participants receive individualized support based on their unique needs. This may include assistance with transportation and driver's license attainment, connections to housing and community resources, referrals for mental health services, daily meals, emergency financial assistance through OFS's Emergency Fund during times of urgent need, and ongoing case management. By addressing barriers as they arise while maintaining high expectations, Legacy helps participants remain engaged, complete high school, develop workforce skills, and successfully transition to employment, apprenticeships, or postsecondary education.

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).

Enrollment begins with an individualized intake process that explores each participant's strengths, interests, goals, and support needs. Staff work collaboratively with participants to develop an Individual Service Plan that guides their educational, workforce, and personal goals throughout the program.

Every Legacy participant is supported by a dedicated case management team consisting of a Teacher, Crew Supervisor, and Transition Coordinator. The team meets regularly to coordinate services, monitor progress, celebrate achievements, and respond proactively to challenges, while the Resource Coordinator provides additional support and connections to community resources as needed.

Participant engagement is reinforced through the Legacy Gateways, a structured progression that allows youth to build competencies, earn industry-recognized credentials, and gain increasing responsibility as they advance through the program. Participants experience measurable academic growth, advancing an average of three grade levels while completing high school and developing the technical and professional skills needed for employment, apprenticeships, or postsecondary education. By combining clear milestones, paid work experience, individualized coaching, and meaningful relationships with trusted adults, Legacy keeps participants engaged and focused on long-term success.

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.,).

Legacy is an integrated education and workforce development program that enables youth ages 16–21 to earn a Madison Metropolitan School District high school diploma while participating in paid construction or conservation work-based learning. Participants alternate between classroom instruction and paid hands-on work experience, allowing them to immediately apply academic learning and workforce skills in real-world settings. Working alongside experienced crew supervisors and employer partners allows participants to experience the pace, expectations, teamwork, safety practices, and professionalism of the workplace while building the skills and confidence needed for future career success.

Construction participants build and rehabilitate affordable housing through partnerships with organizations including Habitat for Humanity while completing projects for nonprofit organizations and public agencies throughout Dane County. Conservation participants restore natural areas, construct and maintain trails, remove invasive species, complete forestry and habitat restoration projects, and improve public parks through partnerships with public agencies and conservation organizations throughout Dane County.

Participants progress through the Legacy Gateways, a structured framework that builds academic achievement, technical competencies, leadership, and workplace readiness. Along the way, they earn industry-recognized credentials, including OSHA-10 and CPR/First Aid certifications, explore careers and apprenticeships, engage with employers through project partnerships, build financial capability through hands-on learning connected to their wages, and work toward earning a driver's license to expand employment opportunities.

Throughout the program, participants also have access to comprehensive supports that help them persist and succeed, including individualized resource navigation, mental health support, daily meals, emergency financial assistance through OFS's Emergency Fund, and connections to community resources when needed. By combining rigorous academics, meaningful paid work, practical life skills, and individualized supports, Legacy prepares young people to successfully transition into employment, registered apprenticeships, postsecondary education, and long-term 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?

For more than 56 years, Operation Fresh Start has partnered with young people from Madison's historically under-resourced neighborhoods to build pathways to education, employment, and long-term career success. Legacy participants come from throughout Madison, including neighborhoods such as South Madison, Darbo-Worthington, Northport, Allied Drive, and Truax, as well as neighboring communities including Sun Prairie and Fitchburg. Participants are referred through the Madison Metropolitan School District, community organizations, neighborhood partners, and trusted word-of-mouth referrals from families and alumni.

Legacy operates from OFS's main campus at 2670 Milwaukee Street on Madison's east side, a centrally located site that is accessible by Madison Metro Transit. Participants also complete paid construction and conservation projects at worksites throughout Madison and Dane County, exposing them to employers, neighborhoods, and career opportunities across the region.

Recognizing that transportation is often one of the greatest barriers to employment, OFS intentionally integrates transportation supports into the Legacy model. Staff help participants navigate public transit, provide bicycles when needed, and transport participants daily in OFS vans between the Milwaukee Street campus and community worksites. Legacy also incorporates driver's license preparation and attainment because reliable transportation is essential to securing employment, entering registered apprenticeships, pursuing postsecondary education, and achieving long-term economic mobility.

- 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; construction and conservation worksites throughout Dane County. Participants report to OFS daily and rotate between onsite education/planning activities and 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.

This proposal reflects the ongoing input Operation Fresh Start receives from participants, families, alumni, and community partners through regular communication, participant surveys, exit interviews, case management meetings, family conversations, and program evaluation. Rather than relying on one-time engagement during the proposal development process, OFS continuously incorporates participant and family feedback to strengthen Legacy and respond to emerging needs. Recent enhancements shaped by this feedback include expanded driver's license support, increased access to mental health resources, and strengthened financial capability education.

Families are important partners throughout a participant's experience in Legacy. Staff maintain regular communication with families and engage families in supporting educational and career goals. Families also celebrate graduations, credential attainment, driver's licenses, and other participant milestones. Participant and family feedback will continue to inform program implementation through ongoing communication, surveys, case management, and evaluation activities, ensuring Legacy remains responsive to the needs and experiences of the young people and families it serves.

- 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.

This proposal reflects Operation Fresh Start's ongoing engagement with employers, registered apprenticeship sponsors, school districts, public agencies, nonprofit organizations, workforce partners, neighborhood organizations, and other community stakeholders who help shape and strengthen the Legacy Program. Rather than relying on one-time input during the proposal development process, OFS continuously gathers feedback through project planning meetings, employer conversations, participant evaluations, and collaborative problem-solving to ensure the program remains responsive to participant needs and evolving workforce demands.

Community stakeholders play an active role in program implementation. Employers and apprenticeship partners provide career exploration opportunities, worksite visits, mock interviews, guest speakers, hiring insights, and participate in job fairs that connect participants directly with employment and apprenticeship opportunities. Public agencies and nonprofit partners provide meaningful construction and conservation projects that allow participants to build skills while improving parks, neighborhoods, affordable housing, and other community assets. Schools, workforce partners, and community organizations continue to provide referrals, coordinate services, and share feedback that helps OFS continuously strengthen the Legacy Program and prepare young people for successful careers.

- 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)?
Madison Metropolitan School District	Educational partner. Collaborates with OFS to support participant enrollment, high school completion, academic progress, and awarding of Madison Metropolitan School District high school diplomas.	Carlettra Stanford	Yes
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
City of Madison Engineering	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

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
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

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

YouthBuild Global - National program partner. Provides technical assistance, professional development, national best practices, and network resources that support continuous program quality and fidelity to the YouthBuild model. Contact - Jonathan Stenger. Letter of commitment.

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. 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?

Legacy's partnerships create an integrated network of educational, workforce, and community supports that no single organization could provide independently. MMSD helps to identify and refer students, coordinates educational enrollment and graduation requirements, and partners with OFS to support participants as they earn a Madison Metropolitan School District high school diploma. Employers and registered apprenticeship sponsors provide career exploration, worksite experiences, mock interviews, guest speakers, job fairs, and direct connections to employment and apprenticeship opportunities. Public agencies and nonprofit partners provide

meaningful construction and conservation projects that allow participants to build technical skills while improving affordable housing, parks, trails, and other community assets. Workforce partners strengthen referrals, service coordination, and career pathway development. Together, these partnerships ensure participants receive relevant training, real-world work experience, strong employer connections, and multiple pathways to long-term career success.

What are the decision-making agreements with each partner?

Operation Fresh Start maintains collaborative relationships with each partner based on clearly defined roles, regular communication, and shared goals for participant success. Partners work together to coordinate referrals, participant support, work-based learning opportunities, project planning, and career pathway development. OFS is responsible for overall program management, participant supervision, educational coordination, and case management, while partners provide expertise, project opportunities, workforce connections, or supportive services within their respective areas. Program decisions are made collaboratively through ongoing communication, with each organization responsible for decisions within its area of expertise and responsibility while Operation Fresh Start retains responsibility for overall program administration, fiscal management, participant safety, and grant compliance.

- 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 participants and families with a broad range of resources designed to reduce barriers and support educational, employment, and personal success. Resources include case management, transportation assistance, driver's license attainment, daily meals, emergency financial assistance through OFS's Emergency Fund, mental health referrals, housing and community resource navigation, career exploration, financial capability education, and connections to employment, registered apprenticeships, postsecondary education, and other community services.

Resource coordination is led by each participant's multidisciplinary support team, including a Teacher, Crew Supervisor, and Transition Coordinator, with additional support from OFS's Resource Coordinator as needed. Staff regularly assess participant needs, coordinate services across programs and community partners, make warm referrals, and monitor follow-through to ensure participants successfully access available resources. Support continues for one year after program completion, providing graduates with ongoing mentorship, resource navigation, and connections to employment, registered apprenticeships, postsecondary education, and community services as they transition from training into careers. This coordinated, relationship-based approach helps participants overcome barriers, remain engaged in the program, and successfully achieve long-term career success.

5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

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

Operation Fresh Start tracks program outputs through a combination of participant information systems, attendance records, payroll and worksite records, educational records, case management documentation, and credential tracking. Staff monitor unduplicated participants, enrollment, attendance, hours of participation, paid work experience, high school completion, industry-recognized credentials, driver's license attainment, program completion, and employment-related activities throughout each participant's enrollment.

Program staff review participant progress regularly to ensure data accuracy, monitor engagement, and identify participants who may need additional support. This ongoing data collection informs program management, continuous improvement, grant reporting, and evaluation of Legacy's effectiveness.

- B. Program Outcomes

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

Operation Fresh Start measures participant outcomes throughout program participation and for one year following graduation. Primary outcomes include high school diploma attainment, industry-recognized credential attainment, driver's license attainment for participants who identify that as a goal, and entry into employment, registered apprenticeships, or postsecondary education. During the one-year follow-up period, OFS also tracks employment retention, wages, and career progression whenever possible.

Staff use educational records, credential documentation, payroll and employment records, participant communication, case management documentation, and employer verification, when available, to measure outcomes. While maintaining contact with graduates over time can be challenging, staff make ongoing outreach efforts and provide continued mentorship, resource navigation, and connections to community resources throughout the one-year follow-up period. Information gathered through follow-up helps OFS evaluate participant outcomes, strengthen services, and continuously improve program effectiveness.

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: Participants earn a high school diploma.				
Performance Standard	Targeted Percent	80%	Targeted Number	80
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Number and percent of enrolled participants who earn an MMSD high school diploma during the program year.				
Methodology: OFS participant records and MMSD educational records				

Outcome Objective #2: Participants earn industry-recognized credentials. Participants whose Individual Service Plan includes driver's license attainment as a goal earn a driver's license or instructional permit.				
Performance Standard	Targeted Percent	80%	Targeted Number	80
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Number and percent of participants earning OSHA-10, CPR/First Aid, and other industry-recognized credentials. Separately, number and percent of participants whose Individual Service Plan includes driver's license attainment who earn a driver's license or instructional permit.				
Methodology: Credential completion records maintained by OFS and Wisconsin DMV documentation.				

Outcome Objective #3: Program graduates transition to employment, registered apprenticeships, or postsecondary education.				
Performance Standard	Targeted Percent	75%	Targeted Number	75
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Number and percent of graduates entering employment, a registered apprenticeship, or postsecondary education; employment retention, wages, and career progression tracked during the one-year follow-up period, when available.				
Methodology: Employment verification, apprenticeship or education enrollment records, participant follow-up, employer verification, and case management documentation. Staff make ongoing outreach efforts for one year after graduation, recognizing that long-term follow-up data may not be available for every graduate.				

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 maintains comprehensive data systems to track participant demographics, program activities, outputs, outcomes, and program expenses. Participant demographic information, enrollment, attendance, case management notes, Individual Service Plans, program activities, credentials, driver's license attainment, and follow-up outcomes are documented in participant records and secure internal data management systems. Educational progress is documented by OFS teachers and participant records, while high school diploma attainment is verified through Madison Metropolitan School District educational records. Employment, apprenticeship, and postsecondary outcomes are documented through participant follow-up, employer verification, and partner communication when available.

Program expenditures are tracked through OFS's financial management systems and monitored regularly by program and finance staff to ensure compliance with grant requirements and organizational policies. Together, these systems support accurate reporting, informed decision-making, continuous program improvement, and responsible stewardship of public funds.

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 Legacy and Conservation		N/A	2670 Milwaukee St, Madison, WI 53704
Legacy Conservation Supervisor		N/A	2670 Milwaukee St, Madison, WI 53704
Legacy Construction Supervisor		N/A	2670 Milwaukee St, Madison, WI 53704
Transitions Coordinator		N/A	2670 Milwaukee St, Madison, WI 53704
Teacher		Wisconsin DPI Teacher License	2670 Milwaukee St, Madison, WI 53704
Education Manager		N/A	2670 Milwaukee St, Madison, WI 53704
Outreach Specialist		N/A	2670 Milwaukee St, Madison, WI 53704
Resource Coordinator		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 to support participant success through tutoring, front desk support, community projects, and career readiness activities. Volunteers who have direct contact with participants complete the organization's volunteer screening process, including an application, interview, reference checks, and a criminal background check, as appropriate for the volunteer role.

Before serving, volunteers receive orientation to OFS's mission, participant expectations, safety procedures, confidentiality requirements, and their specific responsibilities. Volunteers are supervised by designated OFS staff, who provide ongoing guidance, monitor volunteer activities, and ensure volunteers work within established policies and procedures to support a safe, positive, and productive experience for participants.

- 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.

Legacy is supported by the facilities, equipment, transportation, and community partnerships necessary to successfully deliver the program. Resources currently in place include Operation Fresh Start's classrooms, construction shop, computer lab, kitchen, meeting space, construction tools and equipment, conservation equipment, vehicles for transporting participants to community worksites, technology, and safety equipment. Participants also have access to daily meals, emergency financial assistance through OFS's Emergency Fund, and a network of community partners that provide work-based learning projects, career exploration, employment connections, and supportive services.

These resources are currently in place and are maintained through OFS's operating budget, grant funding, and community partnerships. OFS continually evaluates program needs and replaces or expands equipment and resources as necessary to ensure participants have access to safe, high-quality learning environments and work-based experiences.

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	bmcMahon@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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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	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 - Construction	1.00					1.00	73,250	27,892	101,142	0.00	5,065
Legacy Supervisor - Construction	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
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