

ORGANIZATION:  
PROGRAM/LETTER:

Operation Fresh Start	
A	Affordable Homeownership/Employment & Training

PROGRAM BUDGET

1. 2010 BUDGETED

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	0	0	0	0	0
MADISON-CDBG	378,000	205,350	12,000	0	160,650
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>378,000</b>	<b>205,350</b>	<b>12,000</b>	<b>0</b>	<b>160,650</b>

2. 2011 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	0	0	0	0	0
MADISON-CDBG	214,200	124,200	0	0	90,000
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER**	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>214,200</b>	<b>124,200</b>	<b>0</b>	<b>0</b>	<b>90,000</b>

\*OTHER GOVT 2011

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

\*\*OTHER 2011

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

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**2012 PROGRAM CHANGE EXPLANATION**

Complete only if you are requesting more than your 2011 request.

Note: Additional funding should only be requested where services or programming will change or expand in the second year.

3. PROGRAM UPDATE: If requesting more than 2011, describe any major changes being proposed for the program/service in 2012, i.e., expansions or narrowing in target population, scope and level of services, geographic area to be served, etc.).

NA
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**4. 2012 COST EXPLANATION**

Complete only if significant financial changes are anticipated between 2011-2012.

Explain specifically, by revenue source, any significant financial changes that you anticipate between 2011 and 2012.

For example: unusual cost increases, program expansion or loss of revenue.

NA
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**5. 2012 PROPOSED BUDGET**

REVENUE SOURCE	BUDGET TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	0	0	0	0	0
MADISON-CDBG	214,200	124,200	0	0	90,000
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER**	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>214,200</b>	<b>124,200</b>	<b>0</b>	<b>0</b>	<b>90,000</b>

\*OTHER GOVT 2012

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

\*\*OTHER 2012

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

ORGANIZATION:  
PROGRAM/LETTER:  
PRIORITY STATEMENT:

<b>Operation Fresh Start</b>
<b>A Affordable Homeownership/Employment &amp; Training</b>
<b>CDBG: B. Housing - Housing for homebuyers (CDBG)</b>

**DESCRIPTION OF SERVICES**

6. **NEED FOR PROGRAM:** Please identify local community need or gap in service that the proposed program will address.

Despite the decline of housing prices, the cost of homeownership in Madison remains disproportionately high relative to household income. In 2008, the most recent date for which the following 4 points of comparison are available, Madison's median household income, \$53,340, was only slightly higher than the statewide median, \$52,249. (US Census) Yet according to the Wisconsin Realtors Ass'n, the 2008 median cost of a Dane County home was \$218,200, while the Wisconsin median was \$158,000. (www.wra.org) The high cost of housing has caused the Madison CDBG Commission to rank creation of affordable homeownership opportunities among its top priorities. Madison's "2010-2014 Strategic Plan" states, "The committee has placed a high priority on those households in the 50% - 80% of AMI who currently rent, that with some assistance could possibly purchase homes and stabilize their housing situations."

7. **SERVICE DESCRIPTION -** Describe the service(s) provided including your expectations of the impact of your activities.

To increase the community's stock of affordable, owner-occupied, single-family housing, OFS will construct or renovate 4 homes to be sold to income-eligible buyers. As it has done during 2010, OFS will operate under two differing scenarios: 1.) We will be the owner and general contractor of the homes and will market and sell them, upon completion, to income-eligible buyers; or, 2.) We will act as the general contractor to other non-profit housing providers, constructing new homes or renovating code-deficient homes which will be sold to eligible households by the cooperating nonprofit. When complete, all 4 homes will include 2 to 4 bedrooms and meet or exceed City of Madison Building Codes and the sustainable building and energy standards of Greenbuilt Home.\* In addition, newly built homes will meet or exceed Wisconsin Energy Star standards. Fully accessible homes will be built if potential buyers have been identified prior to new construction. Construction/renovation will be undertaken by low-income at-risk young people, the majority from Madison, who will be trained and supervised by OFS Construction Supervisors.

8. **PROPOSED PROGRAM CONTRACT GOALS:** Include clearly defined service goals and process objectives: number of unduplicated clients to be served, number of service hours to be provided etc.

Goal #1: Four affordable homes will be built or remodeled and sold to income-eligible buyers.  
Goal #2: 95 low-income young people, ages 16-24, will be assessed; 82 determined eligible, enrolled, and receive comprehensive employment & training services each year; 48 will complete programming within the calendar year and enter employment (\$11.00/hr. ave. wage) or enroll in post-secondary education. 34 will continue receiving programming into the following year.

9. **SERVICE HOURS:** Frequency, duration of service and hours and days of service availability.

OFS housing crews will work 34 hours/week, 50 weeks per year. OFS service hours will be Monday - Friday, 8 am - 5 pm. The duration of programming for each participant will range from 300 hours to 1700 hours during 2011.

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10. POPULATION SERVED: Please describe in terms of age, income level, LEP, literacy, cognitive or physical disabilities or challenges).

Two target populations will be served: 1.) Four low-to-moderate-income homebuyers will be provided the opportunity to purchase affordable, well-built or thoroughly renovated homes; 2.) 82 low-income, at-risk young people, ages 16-24, will be engaged in comprehensive employment and training services. They will have multiple barriers to success, including histories of school failure, records of juvenile or adult offense, mental health or substance abuse problems, diagnosed or undiagnosed disabilities, incarcerated parents, and other problems.

11. LOCATION: Location of service and intended service area (Include census tract where service is tract specific).

Four houses will be located in scattered Madison sites to be determined; and, participants will be recruited from Madison's most challenged neighborhoods.

12. OUTREACH PLAN: Describe your outreach and marketing strategies to engage your intended service population.

Two marketing/outreach strategies will be employed: 1.) OFS will market its homes by listing them on the Multiple Listing Service and on the OFS website; conducting Sunday Open Houses; advertising in ValPak (pro bono); sending out flyers to area loan officers; participating in the annual Homebuyers Fair; and, maintaining a link on the Homebuyers Roundtable website. 2.) OFS will reach out to young people in Madison's challenged neighborhoods through parent and peer referral and by soliciting referrals from neighborhood police officers, neighborhood centers, high school counselors, community corrections agents, Dane County Human Services social workers.

13. COORDINATION: Describe how you coordinate your service delivery with other community groups or agencies.

1.) Affordable Housing: In 2010, OFS construction crews renovated homes for the WI Partnership and Movin' Out. During 2011, OFS will explore similar arrangements with these and other affordable housing providers in Madison. The homes will be sold by the cooperating non-profits to eligible buyers. Buyers of OFS homes are referred to Dane County Housing Authority for homebuyer education and to local lenders who provide first mortgages. 2.) Employment training: OFS receives referrals from MMSD, DCHS, Corrections agents. OFS works with referred young people to help them achieve self-sufficiency and avoid recidivism. Serve Wisconsin contracts with OFS to provide service opportunities (housing construction) and youth development services to AmeriCorps members. MATC and the Workforce Development Board provide occupational certification training to OFS participants in CNA, Welding, etc. OFS placement staff place graduates with many area employers and in MATC programs.

14. VOLUNTEERS: How are volunteers utilized in this program?

1.) Construction: Volunteer groups assist OFS crews to complete phases of home construction. 2.) Employment Training: Volunteer tutors & mentors work individually with OFS participants to help them improve basic reading/math skills or develop career goals/strategies. UW student nurses provide individualized & group health education. In 2009, OFS engaged 94 volunteers in 1600 hours of service.

15. Number of volunteers utilized in 2010?

62
919

Number of volunteer hours utilized in this program in 2010?

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16. BARRIERS TO SERVICE: Are there populations that are experiencing barriers to the service you are proposing, i.e., cultural differences, language barriers and/or physical or mental impairments or disabilities? Describe the ability of proposed program to respond to the needs of diverse populations.

1.) Home Ownership: The primary barriers to home ownership among lower income households are lack of sufficient income, savings, and credit-w orthiness. OFS' use of HOME funds to provide a deferred second mortgage helps to overcome the first tw o of these barriers. OFS refers potential buyers w ith credit problems to tw o services: Local loan officers have been effective at helping buyers identify and address credit problems; and, the Dane County Housing Authority First Time Homebuyers classes address credit and budgeting. OFS engages interpreters to assist buyers w hose first language is not English and refers them to bi-lingual loan officers. OFS is also prepared to design homes for buyers w ith disabilities in cases w here sales seem fairly certain. 2.) Employment/Training: According to its mission, OFS recruits young people w ho have multiple barriers to employment and independence and provides services to assist them to overcome those barriers. OFS has a bi-lingual Spanish/English speaker on staff to w ork w ith those w hose first language is Spanish. Classroom teachers are specifically trained to assist students w ith learning disabilities. Counseling, both in-house and third party, is provided to young people w ith mental health and substance abuse problems. OFS helps homeless youth to find stable housing. OFS maintains a harrassment-free environment so that all individuals w ithin our diverse target population can make progress w ithin a safe program.

17. EXPERIENCE: Please describe how your agency, and program staff experience, qualifications, and past performance will contribute to the success of the proposed program?

OFS w as founded in 1970 to accomplish the same tw o goals described in this proposal: Train at-risk youth for success and independence and construct affordable housing. In the intervening 40 years, OFS has enrolled over 7,000 individuals (80% have been ages 16-24). OFS has assisted 80% of its participants to complete the goals of the program - job placement or enrollment in post secondary education. Long-term follow -up studies show that 68% of graduates remain self-sufficient - employed and free of recidivism or reliance upon public assistance. A 2004 follow -up study conducted by Temple and Brandeis universities show ed that 82% of surveyed OFS graduates w ere employed at an average w age of \$11.85/hr. In 40 years, OFS crew s have built or renovated 210 homes. The success of the OFS homeow nership program is demonstrated by the long tenure of our buyers, 80% of w hom have stayed in their homes for 15 years or longer. OFS is aw are of only 5 buyers w ho have defaulted on mortgages in 40 years. From 01/09 - 06/25/10, OFS sold 18 houses in Madison/Dane County and anticipates the sale of 1 more by 07/25/10. OFS' Management Team (Executive Director, 2 Deputy Directors, Finance Director) has a collective 84 years experience managing OFS programs. OFS' 5 housing construction supervisors have an average of 5 years each OFS housing crew supervision. Since 2002, OFS has built 40 Energy Star certified and 35 Green Built homes. OFS' Board includes a realtor, accountant, program evaluator, public school principal, residential energy conservation specialist, and small business ow ner.

18. LICENSING OR ACCREDITATION: Report program licensing, accreditation or certification standards currently applied.

OFS is an accredited affiliate of tw o national youth development organizations: Corps Netw ork and YouthBuild USA.

19. STAFF: Program Staff: Staff Titles, FTE dedicated to this program, and required qualifications for program staff.

Staff Title	FTE	City \$	Qualifications
Construction Supervisor	2	Yes	Journey-level carpenter; experience training/supervising at-risk youth
Construction Supervisor	2	No	Journey-level carpenter; experience training/supervising at-risk youth
Classroom Teacher	3	No	State-certified teacher; experience teaching at-risk youth
Deputy Directors	1	No	Combined 35 supervisory and management experience
Housing Expediter	0.75	No	13 years housing construction & design; architectural preparation
Placement Coordinator	0.4	No	6 yrs OFS job development & placement; 6 yrs Construction Super.
Job Coach	0.5	No	2 yrs OFS Job Coach; 3 years OFS Construction Supervisor

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**CDBG DESCRIPTION OF SERVICES SUPPLEMENT**

Please provide the following information ONLY if you are applying for projects that meet the "CDD Community Development Program Goals & Priorities". If not applying for CDBG Office Funds, go to Community Resources Description of Services Supplement (p. 7), or go to Demographics (p. 8).

**20. PARTICIPANT INCOME LEVELS:**

Indicate the number of households of each income level and size that this program would serve in 2011-2012.

<b>Income Level</b>	<b>Number of Households</b>
Over 80% of county median income	0
Between 50% to 80% of county median income	4
Between 30% to 50% of county median income	0
Less than 30% of county median income	0
Total households to be served	4

**21. If projections for 2012 will vary significantly from 2011, complete the following:**

<b>Income Level for 2012</b>	<b>Number of Households</b>
Over 80% of county median income	0
Between 50% to 80% of county median income	4
Between 30% to 50% of county median income	0
Less than 30% of county median income	0
Total households to be served	4

**22. AGENCY COST ALLOCATION PLAN:** What method does your agency use to determine indirect cost allocations among programs?

Operation Fresh Start, Inc., operates a single program with multiple streams of revenue. The revenues include grant awards and unrestricted funds raised. Operation Fresh Start direct charges costs to all federal funding sources and any other funding sources as appropriate. Excess costs are charged to unrestricted funding sources based on percentage of available revenue.

**23. PROGRAM ACTIVITIES:** Describe activities/benchmarks by timeline to illustrate how your program will be implemented.

<b>Activity Benchmark</b>	<b>Est. Month of Completion</b>
Identify housing sites; assess needs/develop plans; receive city approvals; secure financing	Jul-11
OFS housing crews complete 4 homes; Energy Star cert./ Building Inspection; final appraisals	Dec-11
Market homes affirmatively; qualify buyers; connect buyers with lenders, education, assistance	Dec-11
Close on homes; recourse loan of up to \$22,500 will be held by City on each house.	Dec-11
Recruit, enroll, assess participants; develop individualized service plans	Sep-11
Engage participants in employment training, education, career planning, occupational certification	Dec-11
Place participants in employment and/or post secondary education programs	Dec-11
Begin up to 2 years of supportive follow-up to assure job retention or educational success	Dec-11

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COMMUNITY RESOURCES DESCRIPTION OF SERVICES SUPPLEMENT

Please provide the following information ONLY if you are applying for projects that meet the "Community Resources Program Goals & Priorities" If not applying for CR Funds, go to Demographics (p. 8).

24. CONTRIBUTING RESEARCH

Please identify research or best practice frameworks you have utilized in developing this program.

NA

25. ACCESS FOR LOW-INCOME INDIVIDUALS AND FAMILIES

What percentage of this program's participants do you expect to be of low and/or moderate income?

NA
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What framework do you use to determine or describe participant's or household income status? (check all that apply)

- Number of children enrolled in free and reduced lunch
- Individuals or families that report 0-50% of Dane County Median Income
- Individual or family income in relation to Federal Poverty guidelines
- Other


26. HOW IS THIS INFORMATION CURRENTLY COLLECTED?

NA

27. PLEASE DESCRIBE YOUR USER FEE STRUCTURE AND ANY ACCOMMODATIONS MADE TO ADDRESS ACCESS ISSUES FOR LOW INCOME INDIVIDUALS AND FAMILIES.

NA

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**28. DEMOGRAPHICS**

Complete the following chart for unduplicated participants served by this program in 2009. Indicate the number and percentage for the following characteristics. For new programs, please estimate projected participant numbers and descriptors.

PARTICIPANT DESCRIPTOR	#	%	PARTICIPANT DESCRIPTOR	#	%
<b>TOTAL</b>	144	100%	<b>AGE</b>		
MALE	114	79%	<2	0	0%
FEMALE	30	21%	2 - 5	0	0%
UNKNOWN/OTHER	0	0%	6 - 12	0	0%
			13 - 17	58	40%
			18 - 29	86	60%
			30 - 59	0	0%
			60 - 74	0	0%
			75 & UP	0	0%
			<b>TOTAL AGE</b>	144	100%
			<b>RACE</b>		
			WHITE/CAUCASIAN	52	36%
			BLACK/AFRICAN AMERICAN	69	48%
			ASIAN	10	7%
			AMERICAN INDIAN/ALASKAN NATIVE	2	1%
			NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	11	8%
			MULTI-RACIAL:	0	0%
			Black/AA & White/Caucasian	0	0%
			Asian & White/Caucasian	0	0%
			Am Indian/Alaskan Native & White/Caucasian	0	0%
			Am Indian/Alaskan Native & Black/AA	0	0%
			BALANCE/OTHER	0	0%
			<b>TOTAL RACE</b>	144	100%
			<b>ETHNICITY</b>		
			HISPANIC OR LATINO	7	5%
			NOT HISPANIC OR LATINO	137	95%
			<b>TOTAL ETHNICITY</b>	144	100%
			<b>PERSONS WITH DISABILITIES</b>	40	28%
			<b>RESIDENCY</b>		
			CITY OF MADISON	124	86%
			DANE COUNTY (NOT IN CITY)	20	14%
			OUTSIDE DANE COUNTY	0	0%
			<b>TOTAL RESIDENCY</b>	144	100%

Note: Race and ethnic categories are stated as defined in HUD standards



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**29. PROGRAM OUTCOMES**

Number of unduplicated individual participants served during 2009.	144
Total to be served in 2011.	82

Complete the following for each program outcome. No more than two outcomes per program will be reviewed.

If applying to OCS, please refer to your research and/or posted resource documents if appropriate.

Refer to the instructions for detailed descriptions of what should be included in the table below.

Outcome Objective # 1:	Sale of 4 affordable new or remodeled homes to income-eligible buyers.
Performance Indicator(s):	Number of income-eligible households who purchase OFS Homes

Proposed for 2011:	Total to be considered in	<input type="text" value="4"/>	Targeted % to meet perf. measures	<input type="text" value="100%"/>
	perf. measurement		Targeted # to meet perf. measure	4
Proposed for 2012:	Total to be considered in	<input type="text" value="4"/>	Targeted % to meet perf. measures	<input type="text" value="100%"/>
	perf. measurement		Targeted # to meet perf. measure	4

Explain the measurement tools or methods:	Home sales will be documented by the settlement statements obtained at closing. Buyer eligibility will be verified through collection of pay stubs, tax statements, and bank statements from the buyer. These documents will be maintained on file at the OFS office.
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Outcome Objective # 2:	95 young people will be assessed; 82 will be determined eligible and then enrolled; 48 will complete programming each year and enter employment (\$11.00 ave. wage) or enroll in post secondary education. <del>34 will continue programming into 2012</del>
Performance Indicator(s):	Number of participants who complete programming during the year and enter employment (at \$11.00/hr or more) or enroll in post secondary education.

Proposed for 2011:	Total to be considered in	<input type="text" value="48"/>	Targeted % to meet perf. measures	<input type="text" value="85%"/>
	perf. measurement		Targeted # to meet perf. measure	40.8
Proposed for 2012:	Total to be considered in	<input type="text" value="48"/>	Targeted % to meet perf. measures	<input type="text" value="85%"/>
	perf. measurement		Targeted # to meet perf. measure	40.8

Explain the measurement tools or methods:	Placement will be verified by the OFS Placement Coordinator, who will obtain signed Placement Verification forms documenting name and contact information of employer, job title, and wage. In the case of those entering post secondary education, the post secondary institution, program of study, and start date information will be collected, recorded, and reported.
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**1. AGENCY CONTACT INFORMATION**

Organization	Operation Fresh Start		
Mailing Address	1925 Winnebago Street, Madison, WI 53704		
Telephone	608-244-4721		
FAX	608-244-8162		
Admin Contact	Connie Ferris Bailey		
Financial Contact	Nina DeHaven		
Website	www.operationfreshstart.org		
Email Address	cferrisbailey@operationfreshstart.org		
Legal Status	Private: Non-Profit		
Federal EIN:	23-7108090		
State CN:	CES9687		
DUNS #	86695798		

**2. CONTACT INFORMATION**

A	Affordable Homeownership/Employment & Training		
	Contact:	Connie Ferris Bailey	Phone: 6082444721 Email: cferrisbailey@operationfreshstart.org
B	Housing Rehabilitation and Preservation Services		
	Contact:	Connie Ferris Bailey	Phone: 6082444721 Email: cferrisbailey@operationfreshstart.org
C	Program C		
	Contact:		Phone: Email:
D	Program D		
	Contact:		Phone: Email:
E	Program E		
	Contact:		Phone: Email:
F	Program F		
	Contact:		Phone: Email:
G	Program G		
	Contact:		Phone: Email:
H	Program H		
	Contact:		Phone: Email:
I	Program I		
	Contact:		Phone: Email:
J	Program J		
	Contact:		Phone: Email:
K	Program K		
	Contact:		Phone: Email:
L	Program L		
	Contact:		Phone: Email:

3. AGENCY REVENUE DETAILED BY PROGRAM

REVENUE SOURCE	2009 ACTUAL	2010 BUDGET	2011 PROPOSED	2011 PROPOSED PROGRAMS			
				A	B	C	D
DANE CO HUMAN SVCS	222,086	221,830	221,484	0	0	0	0
DANE CO CDBG	49,500	54,000	54,000	0	0	0	0
MADISON-COMM SVCS		0	0	0	0	0	0
MADISON-CDBG	200,381	378,000	450,515	214,200	236,315	0	0
UNITED WAY ALLOC	127,929	130,346	121,824	0	0	0	0
UNITED WAY DESIG		0	0	0	0	0	0
OTHER GOVT	1,775,539	1,712,975	1,614,833	0	0	0	0
FUNDRAISING DONATIONS	300,745	269,100	238,900	0	0	0	0
USER FEES		0	0	0	0	0	0
OTHER	1,495,283	958,701	990,000	0	0	0	0
TOTAL REVENUE	4,171,463	3,724,952	3,691,556	214,200	236,315	0	0

REVENUE SOURCE	2011 PROPOSED PROGRAMS CONT.						
	E	F	G	H	I	J	K
DANE CO HUMAN SVCS	0	0	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0	0	0
MADISON-COMM SVCS	0	0	0	0	0	0	0
MADISON-CDBG	0	0	0	0	0	0	0
UNITED WAY ALLOC	0	0	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0	0	0
OTHER GOVT	0	0	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0	0	0
USER FEES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL REVENUE	0	0	0	0	0	0	0

REVENUE SOURCE	2011 PROPOSED PROGRAMS CONT.						Non-City
	L						
DANE CO HUMAN SVCS	0						221,484
DANE CO CDBG	0						54,000
MADISON-COMM SVCS	0						0
MADISON-CDBG	0						0
UNITED WAY ALLOC	0						121,824
UNITED WAY DESIG	0						0
OTHER GOVT	0						1,614,833
FUNDRAISING DONATIONS	0						238,900
USER FEES	0						0
OTHER	0						990,000
TOTAL REVENUE	0						3,241,041

## AGENCY ORGANIZATIONAL PROFILE

## 4. AGENCY MISSION STATEMENT

OFS' Mission is to: 1.) Help at-risk youth become self-sufficient, contributing member of the community by providing them the opportunity to gain employment training, education, independent living skills, career development, and a chance to serve their community; 2.) Produce quality affordable home for low - and moderate income households; 3.) Contribute to environmental conservation projects; and, 4.) Provide technical assistance to communities and organizations who want to implement the Operation Fresh Start model.

## 5. AGENCY EXPERIENCE AND QUALIFICATIONS

Operation Fresh Start (OFS) was founded in 1970 to provide young male offenders and high school dropouts with a paid, 30-hour/week opportunity to learn basic work skills, prepare for the high school equivalency exam, secure and retain employment at the end of training, and contribute to the community by renovating sub-standard housing into safe, energy-efficient, affordable homes sold to low-income families. During the intervening 40 years, OFS has expanded its target population to include women, single parents, and in-school youth, and has diversified its funding. OFS has served 7,000 individuals; 85% have been youth, ages 16-24. It has assisted 80% of its participants to satisfactorily complete the goals of the program - job placement and/or graduation to post-secondary schooling. OFS' long-term follow-up studies show that 68-70% of graduates remain self-sufficient. A June 2004 survey by Temple & Brandeis universities substantiates these studies, finding that 82% of OFS graduates are currently in post-secondary education or jobs averaging \$11.85/hour. 84% have had none of 3 negative behaviors: sold marijuana or hard drugs, been convicted of a felony, or spent time in prison. OFS construction training crews have built or re-built 210 homes sold or being marketed to first-time, low-moderate income buyers or leased to very low-income households. Since 2002, OFS crews have constructed 40 new homes certified by Wisconsin Energy Star. For the past 3 years, all OFS' new and renovated homes have been certified to be Green Built Homes by the Wisconsin Environmental Initiative. OFS estimates that 80% of our homebuyers stay in their homes 15 years or more. OFS is aware of only 5 buyers who have defaulted on their mortgages. OFS operates under the direction of a volunteer board of directors whose members have relevant expertise in the areas of real estate, accounting & finance, non-profit housing, residential energy conservation, alternative education, program evaluation, public safety, local & state government, and private sector business management. The OFS staff Management Team (executive director, 2 deputy directors, finance director) have a combined 84 years experience in managing the agency and its program. OFS is Dane County's largest youth employment, education and training program. Recognized locally and nationally, OFS has received the President's Volunteer Action Award (1993); Dane County Juvenile Court Outstanding Award (1999); Youth Services Program of the Year by the Wisconsin Association of Child and Youth Care Professionals (2005); Dane County Juvenile Court Outstanding Achievement Award (2007); Governor's Juvenile Justice Commission "Tony Maggiore Award" (2008); Friends of Focus Award for Alternatives to Incarceration (2009). OFS has been a contractor with City of Madison CDBG since 1975 and has consistently met its program goals, met budgetary requirements, and provided timely and complete reports. Since 1994, the agency has been awarded 16 Workforce Investment Act grants, 6 Youthbuild HUD and 1 Youthbuild USDOL grants, and 16 AmeriCorps grants. In 2010, OFS manages and accounts for more than 70 separate sources of revenue. OFS has a uniform, double entry full-accrual accounting system. Fiscal staff prepares monthly entries processed through an in-house computerized Solomon accounting system, providing monthly compilation of financial statements. An independent certified public accounting firm conducts the annual audit in accordance with GAS standards and the provision of OMB Circular A-133. Prior year audit reports have found no material internal control deficiencies.

**6. AGENCY GOVERNING BODY**

How many Board meetings were held in 2009?

How many Board meetings has your governing body or Board of Directors scheduled for 2010?

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


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

<b>Name</b>	<b>Laurie Logan, President</b>				
Home Address	3629 Busse Street, Madison, WI 53704				
Occupation	Real Estate Agent, REMax Preferred Realty				
Representing					
Term of Office		From:	01/2010	To:	01/2011
<b>Name</b>	<b>David Lehrer, Vice President</b>				
Home Address	5801 Winnequah Road, Madison, WI 53716				
Occupation	Financial Advisor, Morgan Stanley				
Representing					
Term of Office		From:	01/2010	To:	01/2011
<b>Name</b>	<b>Beth Lewis, Secretary</b>				
Home Address	1713 Dondee, Madison, WI 53716				
Occupation	DPI Alternative School Specialist				
Representing					
Term of Office		From:	01/2010	To:	01/2011
<b>Name</b>	<b>Edward Wing, Treasurer</b>				
Home Address	6639 Chestnut Circle, Windsor, WI 53598				
Occupation	Retired-CPA				
Representing					
Term of Office		From:	01/2010	To:	01/2011
<b>Name</b>	<b>Brenda Brown</b>				
Home Address	6810 Harvest Hill Rd, Madison, WI 53717				
Occupation	Administrator of Business Management Services, State of WI-DOT				
Representing					
Term of Office		From:	01/2010	To:	01/2011
<b>Name</b>	<b>Robin Carley</b>				
Home Address	2398 Sheridan Dr, Madison, WI 53704				
Occupation	Owner, Carley Wood Associates, Inc				
Representing					
Term of Office		From:	01/2010	To:	01/2011
<b>Name</b>	<b>Anne Fischer</b>				
Home Address	2312 Mayflower Dr, Middleton, WI 53562				
Occupation	Principal, Jefferson Middle School				
Representing					
Term of Office		From:	01/2010	To:	01/2011
<b>Name</b>	<b>Dave Kinyon</b>				
Home Address	5173 Irish Lane, Madison, WI 53711				
Occupation	Project Manager, WI Energy Conservation Corp				
Representing					
Term of Office		From:	01/2010	To:	01/2011

**AGENCY GOVERNING BODY cont.**

<b>Name</b>	<b>Dennis Lynch</b>				
Home Address	2962 Waubesa Ave, Madison, WI 53711				
Occupation	VP, Healthcare Services, Miron Construction				
Representing					
Term of Office		From:	01/2010	To:	01/2011
<b>Name</b>	<b>Paul Moberg</b>				
Home Address	603 Farwell Dr, Madison, WI 53704				
Occupation	Sr. Scientist, UW-Madison Department of Population Health				
Representing					
Term of Office		From:	01/2010	To:	01/2011
<b>Name</b>	<b>Judy Wilcox</b>				
Home Address	202 N Blount St, Apt 22, Madison, WI 53703				
Occupation	Retired - State of WI-Department of Commerce				
Representing					
Term of Office		From:	01/2010	To:	01/2011
<b>Name</b>	<b>David Worzala</b>				
Home Address	1907 Rowley Ave, Madison, WI 53726				
Occupation	Treasurer, Dane County				
Representing					
Term of Office		From:	01/2010	To:	01/2011
<b>Name</b>					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
<b>Name</b>					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
<b>Name</b>					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
<b>Name</b>					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
<b>Name</b>					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy

AGENCY GOVERNING BODY cont.

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

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Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

## 7. STAFF-BOARD-VOLUNTEER DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current staff, board and volunteers.

Refer to application instructions for definitions. You will receive an "ERROR" until completing the demographic information.

DESCRIPTOR	STAFF		BOARD		VOLUNTEER	
	Number	Percent	Number	Percent	Number	Percent
<b>TOTAL</b>	27	100%	12	100%	62	100%
<b>GENDER</b>						
MALE	14	52%	7	58%	29	47%
FEMALE	13	48%	5	42%	33	53%
UNKNOWN/OTHER	0	0%	0	0%	0	0%
TOTAL GENDER	27	100%	12	100%	62	100%
<b>AGE</b>						
LESS THAN 18 YRS	0	0%	0	0%	0	0%
18-59 YRS	21	78%	9	75%	59	95%
60 AND OLDER	6	22%	3	25%	3	5%
TOTAL AGE	27	100%	12	100%	62	100%
<b>RACE*</b>						0
WHITE/CAUCASIAN	23	85%	11	92%	55	89%
BLACK/AFRICAN AMERICAN	2	7%	1	8%	6	10%
ASIAN	1	4%	0	0%	1	2%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	0	0%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	1	4%	0	0%	0	0%
MULTI-RACIAL:	0	0%	0	0%	0	0%
Black/AA & White/Caucasian	0	0%	0	0%	0	0%
Asian & White/Caucasian	0	0%	0	0%	0	0%
Am Indian/Alaskan Native & White/Caucasian	0	0%	0	0%	0	0%
Am Indian/Alaskan Native & Black/AA	0	0%	0	0%	0	0%
BALANCE/OTHER	0	0%	0	0%	0	0%
TOTAL RACE	27	100%	12	100%	62	100%
<b>ETHNICITY</b>						
HISPANIC OR LATINO	1	4%	0	0%	3	5%
NOT HISPANIC OR LATINO	26	96%	12	100%	59	95%
TOTAL ETHNICITY	27	100%	12	100%	62	100%
<b>PERSONS WITH DISABILITIES</b>	1	4%	1	8%	1	2%

\*These categories are identified in HUD standards.



8. AGENCY EXPENSE BUDGET

This chart describes your agency's total expense budget for 3 separate years.

Where possible, use audited figures for 2009 Actual. The 2010 Budget and 2011 Proposed Budget will autofill from information you provided elsewhere in the application.

Account Description	2009 ACTUAL	2010 BUDGET	2011 PROPOSED
<b>A. PERSONNEL</b>			
Salary	991,102	1,147,296	1,162,721
Taxes	108,030	129,375	130,937
Benefits	328,156	403,508	440,861
<b>SUBTOTAL A.</b>	<b>1,427,288</b>	<b>1,680,179</b>	<b>1,734,519</b>
<b>B. OPERATING</b>			
All "Operating" Costs	319,571	436,851	350,270
<b>SUBTOTAL B.</b>	<b>319,571</b>	<b>436,851</b>	<b>350,270</b>
<b>C. SPACE</b>			
Rent/Utilities/Maintenance	24,984	29,000	29,000
Mortgage (P&I) / Depreciation / Taxes	10,849	10,057	10,058
<b>SUBTOTAL C.</b>	<b>35,833</b>	<b>39,057</b>	<b>39,058</b>
<b>D. SPECIAL COSTS</b>			
Assistance to Individuals	627,083	566,394	456,910
Subcontracts, etc.	0	0	0
Affiliation Dues	0	0	0
Capital Expenditure	0	1,002,471	1,110,799
Other:	0	0	0
<b>SUBTOTAL D.</b>	<b>627,083</b>	<b>1,568,865</b>	<b>1,567,709</b>
<b>SPECIAL COSTS LESS CAPITAL EXPENDITURE</b>	<b>627,083</b>	<b>566,394</b>	<b>456,910</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>2,409,775</b>	<b>2,722,481</b>	<b>2,580,757</b>
<b>E. TOTAL CAPITAL EXPENDITURES</b>	<b>0</b>	<b>1,002,471</b>	<b>1,110,799</b>

9. PERSONNEL DATA: List Percent of Staff Turnover

7.0%

Divide the number of resignations or terminations in calendar year 2009 by total number of budgeted positions.

Do not include seasonal positions. Explain if you had a 20% or more turnover rate in a certain staff position/category.

Discuss any other noteworthy staff retention issues, or policies to reduce staff turnover.

NA





ORGANIZATION:

Operation Fresh Start

PROGRAM BUDGET

1. 2010 BUDGETED

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	221,830	136,124	57,676	28,030	0
DANE CO CDBG	54,000	31,050	0	0	22,950
UNITED WAY ALLOC	130,346	97,760	0	0	32,587
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	1,712,975	984,566	367,175	11,027	350,208
FUNDRAISING DONATIONS	269,100	225,330	0	0	43,770
USER FEES	0	0	0	0	0
OTHER	958,701	0	0	0	958,701
<b>TOTAL REVENUE</b>	<b>3,346,952</b>	<b>1,474,829</b>	<b>424,851</b>	<b>39,057</b>	<b>1,408,215</b>

2. 2011 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	221,484	135,716	57,586	28,182	0
DANE CO CDBG	54,000	31,050	0	0	22,950
UNITED WAY ALLOC	121,824	71,824	0	0	50,000
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	1,614,833	1,060,013	284,184	10,876	259,760
FUNDRAISING DONATIONS	238,900	208,101	0	0	30,799
USER FEES	0	0	0	0	0
OTHER**	990,000	0	0	0	990,000
<b>TOTAL REVENUE</b>	<b>3,241,041</b>	<b>1,506,704</b>	<b>341,770</b>	<b>39,058</b>	<b>1,353,509</b>

\*OTHER GOVT 2011

Source	Amount	Terms
AmeriCorps	564,130	2-Year Term
YouthBuild/Workforce Development	667,033	1-Year Term
Great Lakes	35,500	1-Year Term
DPI/Technical Assistance	129,000	1-Year Term
Service/Performance Contracts	219,170	1-Year Term
<b>TOTAL</b>	<b>1,614,833</b>	<b>\$1,614,833</b>

\*\*OTHER 2011

Source	Amount	Terms
Housing Rehab	990,000	Varying House Loans
	0	
	0	
<b>TOTAL</b>	<b>990,000</b>	