



Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: cddapplications@cityofmadison.com

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

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

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. **Do not attempt to unlock or alter this form.** Font should be no less than 11 pt.

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

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

Legal Name of Organization:	Operation Fresh Start	Total Amount Requested:	\$ 29,265
Program Name:	Parks Conservation Crew		
Program or Activity are you Applying for:	☐ Youth Employment Services (ages 14-21) ☐ Youth Employment & Training ☐ Wanda Fullmore Youth Internship Program ☒ Young Adult Employment Services (ages 18-26) ☐ Adult Employment Services (18+)		
Contact Person:	Brian Polak	Email:	bpolak@operationfreshstart.org
Full Address:	2670 Milwaukee St., Madison, WI 53704	Telephone:	608-244-4721
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (if applicable)	

Organizational Qualifications:

1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

Youth Parks Conservation programming is one specific focused component of Operation Fresh Start (OFS) Legacy program. This program is the longest partnership between City of Madison and Operation Fresh Start. It began through an agreement directly with City of Madison Parks Department over thirty years ago. This proposal is specifically to support young adults who are engaging in employment training while accomplishing significant parks work and earning a State of Wisconsin Bureau of Apprenticeship Standards Certification Pre-Apprenticeship Certification. Completion of this certification and the OFS Legacy Conservation oriented program is a recognized preferred qualification for full time positions within the City of Madison Parks Department.

OFS was founded in 1970, based on the idea that opportunities for a "fresh start" can transform a person's life. Throughout its 52-year history in Dane County, WI, OFS has empowered more than 8,000 emerging adults from 16-24 to overcome barriers making higher education and a family-sustaining career more accessible. OFS founder Jack Osteraas was a police officer and juvenile detention counselor. He wanted to provide a pathway to success and happiness for young men who struggled to overcome barriers from being involved in the criminal justice system. Jack created a paid opportunity for these young men to learn basic work skills while positively contributing to the community by renovating sub-standard housing into safe, affordable homes for low-income families. Participants also received support preparing for the high school equivalency exam.

Then and now, OFS recognizes this hands-on work of building affordable housing is transformational – both for the community and for the young people swinging the hammer. The worksite functions as a place to learn valuable skills, but also as a vehicle to form transformational relationships with their supervisor, learn the value of teamwork and develop self-confidence, personal accountability, and grit.

Over the past five decades, OFS has developed a wraparound programming philosophy (providing daily meals, a bi-weekly work stipend, and assistance accessing resources like healthcare/mental health support, food, housing and transportation). OFS's teaching staff develops a personalized plan for each participant to earn their high school diploma, driver's license, and either start their career or enroll in post-secondary education. Additionally, OFS has increased the scope of work to include both affordable home construction and conservation work. In the past five years, OFS has also added career counseling programming and CNA/healthcare career training.

Since its founding, OFS has been an organization focused on racial justice. In 2021, 76% of OFS participants were young people of color and 80% were from low-income families. OFS is equipping young people in Madison, Wisconsin with the skills and knowledge necessary to find their own success and in collaboration with our community partners, working to create equitable pathways for their continued success.

OFS's focus on diploma attainment and employment makes good fiscal sense for our community. A high school diploma and driver's license are the top two most required qualifications for employers.

Along with transforming the lives of participants, OFS programming benefits the community through the completion of conservation projects that maintain the natural beauty of city parks and public spaces, and promote environmental equity, where no single group or community in historically overlooked neighborhoods faces disadvantages in dealing with environmental hazards, disasters, or pollution.

2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.

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

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

Throughout its history, OFS has listened to the needs of the community, evolving to include conservation and healthcare programming as well as educational outreach initiatives such as Options. 50 years since its founding, OFS serves a diverse community of participants—80% of whom reside in underserved neighborhoods, over 80% are people of color, and 73% come from families living below the poverty line—on a path toward self-sufficiency.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

OFS is governed by a cross-cultural Board of Directors with experience in youth programming, finances, accounting, and leadership in the Dane County philanthropic and business communities. Board President Erica Nelson has been the lead staff person of Race to Equity reports through Kids Forward.

OFS has realigned hiring practices around composite skills necessary to be successful in the job rather than calling for higher education and degree requirements. This allows OFS to broaden the pool to include qualified job applicants who may previously have been left out of employment searches due to lack of formal degrees. Hiring panels include young adult program participants asking questions and acting out scenarios to determine candidate's ability to connect with the population that OFS serves. This also provides participants an understanding of how hiring processes work from the other side of the table and is part of their career preparation curriculum.

OFS was highlighted U.S. Department of Labor funded YouthBuild Workforce GPS White Paper "DOL YouthBuild Registered Apprenticeship Toolkit" and is a chosen partner, with MOU documentation, for seven local school districts and the local Technical College.

OFS programming is built upon the researched-based developmental relationships model. Through a strength-based relationship with caring adults, young people can overcome childhood poverty and trauma to achieve success. These relationships are developed by program managers, teachers, and supervisors who have participated in multi-day cultural competency training. OFS management has engaged in a series of diversity, equity, and Inclusion trainings during the last year with the goal to learn and share new/best practices staff wide.

In 2021 OFS's Equity Learning Committee was launched as part of the current 5-year plan to invest in developing a learning community dedicated to continuous improvement of organization equity. During the startup phase, an orientation for staff on leadership development is conducted as a series of workshops addressing aspects of the program's leadership development component and strategies for implementation based upon the guidelines found in "Leadership Development: A Handbook for YouthBuild Staff." Staff receive ongoing training in leadership development during monthly all-staff meetings and annual staff retreats to evaluate the effectiveness of leadership development training at OFS and further refine staff roles as leadership development trainers.

OFS fosters a culture of continuous learning. Through annual performance reviews and mid-year achievement check-ins, OFS collaborates with staff to identify training and upskilling opportunities in order to allow them reach their professional goals as well as offer the best possible support for participants.

Partnerships, Collaboration & Coordination

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.

- a. Organizations and groups that work with youth, young adults and/or adults.

OFS has a longstanding agreement with Madison Metropolitan School District (MMSD) including referral and curriculum design elements. Youth engaging in OFS's Legacy program earn a high school diploma upon program completion. This partnership is documented through an OFS and MMSD MOA for the provision of education and vocational education to youth within the MMSD. All services will be provided through a self-paced, individualized, scaffolded curriculum framework called Gateways.

OFS was a lead organization in the development of the Youth Employee Network and continues to take a leadership role in bringing organizations focused on youth employment together to learn, collaborate and coordinate services. Included with each OFS proposal are letters from Briarpatch and Goodman Community Center, two of the largest youth employment and education providers in Dane County.

OFS is an active member in the Dane County Employment and Training Network for coordination of Job Center services including the provision of SNAP, TANF and vocational rehabilitation services. This provides a forum for management coordination of services and benefits.

For over 20 years, OFS has partnered with YouthBuild/AmeriCorps programs address the shortage of affordable housing in low-income communities while simultaneously addressing another community need—that of out-of-school, low-income young people without high school credentials or job skills.

The Operation Fresh Start/The Corps Network partnership offers participants the opportunity for firsthand conservation training to help maintain and enhance the natural environment, while developing the skills necessary to become an active leader in the community. Program participants work on projects in public parks and green spaces around Dane County, Wisconsin. Experience on the crew gives participants a strong foundation for pursuit of conservation-based employment.

Participants who complete the OFS Legacy program earn an AmeriCorps grant to further their education.

- b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

OFS is a contractual partner with the Workforce Development Board of South-Central Wisconsin and the Dane County American Job Center. Contractual partnership includes case management services for youth engaging at the job center as well as specific provision of pre-apprenticeship training for disconnected opportunity youth. OFS provides resources to the job center as a member organization to provide for the provision of wrap around services within the system. Youth will be guided through American Job Center's

Career Cruising, an on-line program which moves them through interest and aptitude assessments to local labor market information and connects to locally-available on-line job offerings.

OFS Transitions Coordinators, WIOA case managers, and representatives of higher education work together to access opportunities to access Title II programming. OFS Transitions Coordinators partner in OFS maintains strong partnership relationships with the University of Wisconsin-Madison (UW) and local community college Madison College. The UW has supplied assistance developing educational curriculum for math and English language learning as well as supplying program internships engaged in education, nursing and/or Masters in Social Work. UW staff assist with college visits and come to OFS to assist youth in application process when appropriate.

The OFS/Madison College partnership is deep and long-standing with the goal of supporting OFS graduates to enroll in and complete post-secondary programs. Madison College provides free pre-college placement exams for OFS participants, provides a Recruitment Coordinator who has regular weekly hours at OFS, engages OFS youth in career exploration, campus visits, class scheduling and transition into post-secondary culture. OFS and Madison College staff work closely to monitor and assist enrolled students in supportive tutoring, managing attendance and accessing additional campus resources for food, health, mental health and social engagement.

This partnership also extends into the development and continual improvement of the pre-apprenticeship curricula in carpentry and arboriculture. Madison College provides the classroom portion of the registered apprenticeships in these fields and works with OFS to develop and hone the pre-apprenticeship curriculum to assure a bridge into the registered apprenticeship classes.

OFS and the WI Arborist Association have worked with Madison College and the City of Madison Parks Department to develop an Urban Forestry Program. Madison College now offers an Arborist Apprenticeship instruction which will also offer an Urban Forestry Associate Degree. OFS Pre-apprenticeship curriculum is built as a feeder program into this apprenticeship and associate degree.

Conservation participants engage in training on City and County Parks and Engineering lands where they engage with City staff on instruction including tree planting, plant identification, supervised herbicide and pesticide application, introductory tree climbing training, climbing rope systems, climbing safety, tree entry and climber movement, and chainsaw training as part of the Arborist Pre-Apprenticeship curriculum.

Apprenticeship opportunities exist for OFS graduates through placement with Findorff & Son, Stevens Construction, and other trades-related partners. Arborist apprenticeships are available through City of Madison, Dane County, Capital City Tree Experts, Hooper Corporation, and other employer members of the WI Arborist Association.

- c. Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

Low-Income Households:

Dane County Human Services, SNAP and Title IV Vocational Rehabilitation Partnerships: OFS is an active member in the Dane County Employment and Training Network for coordination of Job Center services including the provision of SNAP, TANF and vocational rehabilitation services. This provides a forum for management coordination of services and benefits.

Coordinated Case Management: OFS, SNAP (Foodshare) and employment exploration and training services share a cross referral relationship with OFS intake staff providing information to client services staff within

each agency that is a Job Center partner. Specifically, for SNAP Employment and Training and WIOA eligible clients, OFS Transitions staff provide key coordination of case management with case managers from these programs. When a young person qualifies, vocational rehabilitation staff are also engaged in case management. Eligible youth are co-enrolled in SNAP and/or WIOA OSY and assigned a case manager from each of these programs.

Operation Fresh Start has cross referral and case management relationships with The Beacon, Porchlight, and Briarpatch for emerging adults facing housing insecurity.

Women:

Operation Fresh Start partners with YWCA including a referral and case management relationship for young people interested in careers in IT industry. Although not exclusively women, a propensity of those that are victims of domestic abuse are women with those offenses perpetrated by men. OFS has partners with Domestic Abuse Intervention Services to provide housing and case management as needed for victims but also to come to Fresh Start and provide education to emerging adults about how to stop domestic abuse from happening. Rape Crises Center also provides education to participants about dating behavior and safety.

BIPOC:

The Urban League is a significant partner in training, recruitment and employment placement. But the partnership goes further. OFS Legacy Crews have completed two affordable homes that are part of the Urban League Black Home Ownership program and OFS Build Academy Crews will be part of building the new Black Business Hub.

The Latino Academy and Operation Fresh Start share similar missions that center education and training old young adults seeking self-sustaining employment. Latino Academy is currently partnering with OFS on Build Academy by providing outreach and connection within the Latino/Latina community, bilingual instruction when necessary, connection to Latino owned construction companies, and coordinated case management and assistance in placement and tracking placement.

Immigrants:

The Latino Academy and Centro Hispano are the most significant partners in working with an immigrant population, providing cross referrals and coordination of services and case management.

LGBTQ+

Operation Fresh Start has a long-standing relationship with GSAFE which led to a former OFS participant becoming a full-time outreach employee with the organization. GSAFE regularly comes to OFS to provide information and opportunities for young people to connect with the organization and its services.

These are but a smattering of the many rich partnerships that Operation Fresh Start depends upon to assure wrap around culturally appropriate service leading to success for emerging adults we serve.

2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

OFS has long-standing partnerships with education, employment, and apprenticeship organizations. Each partner is involved in program development, implementation, and operation of the program.

WDBSCW, Madison College, and DWD/BAS are leaders in the development of the pre-apprenticeship certification program curriculums in conservation and construction.

Registered Apprenticeship Program Partnership: A three-legged partnership under the guidance of the DWD/BAS, which recognizes apprenticeship and pre-apprenticeship programming in Arborist and Carpentry.

Industry Partners identify employment opportunities and assist in defining qualifications for initial apprenticeship as well as skill levels for journey level accreditation. They assist in both training and placement.

Trade Unions assist in referrals into the program, curriculum development, and implementation. They provide participants tours of union training centers and engages union members in OSHA training provided at OFS and on-the-job training and shadows with journey level employees on commercial construction and conservation sites.

Madison College: Collaboration in development of pre-apprentice certified training. Development of Registered Apprenticeship classroom education components and credit bearing certification and credit bearing classes that provide coordinated apprenticeship curriculum.

Program Design

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

Operation Fresh Start will engage fifteen young people for sixteen weeks of City of Madison Parks programming as part of their Legacy programming. Time within this program will be split between classroom education/career exploration (30%) and hands on work experience in City of Madison Parks (70%). Eighty percent of program participants will complete the total Legacy program earning a High School diploma and Pre-Apprenticeship Certification.

Participation in this Youth Parks Conservation program is embedded in the larger Legacy program. The program, work, and education on City of Madison Parks comprises a subsection of the larger Legacy program for each participant. As part of the employment training participants will engage in the improvement of parks and public spaces in the City of Madison while earning their high school diploma and driver's license. As part of the 1,000 hours they spend in the Legacy program, 512 hours will be specifically dedicated to work related to City of Madison Parks. The fifteen participants that are financially supported by the City of Madison through this proposal will not be included in the larger Legacy proposal. Financial and participant outcomes data will also be reported separately from the Legacy proposal. Many of the goals, services, training elements, partnerships and the logic model are the same as for the Legacy program but the participants will be tracked separately.

Young people will engage in programming for 32 hours a week and receive an income support/stipend of over \$11/hour while engaging in programming. Through partnership with MMSD, from within the district are co-enrolled in their previous high school and receive free bus passes for transportation to OFS. Participants then join a crew of eight to ten with a Site Supervisor transporting them to the Parks worksite and working with them, mentoring them each day. When a young person is in the OFS building working on education and career transition (approximately 30% of their program time) they work with State of Wisconsin certified teachers and transitions staff. During this time young people also complete OSHA-10 Safety Certification.

Through Legacy programming a young person earns a high school diploma through partner school district--not a GED--providing greater opportunities for employment and post-secondary education.

Operation Fresh Start recognizes that the second most common pre-requisite for employment in Dane County is a driver's license (first being the High School diploma). As such OFS Drive programming is a built-in component of programming and includes preparation for written and behind the wheel instruction leading to the use of an OFS vehicle to pass the road test. OFS Drive Coordinator is co-employed through 4- Lakes Driving School and uses 4- Lakes curriculum and car during instruction.

Legacy participants work on construction or conservation projects. OFS uses its successful experience in engaging young people in conservation service to the community for over thirty-years to provide a track to employment through certified Arborist Apprenticeships. Through this platform participants earn a WI Bureau of Apprenticeship Standards Pre-Apprenticeship Readiness Certificate. OFS has partnered for many years with the City of Madison Parks and Engineering Departments, and Dane County Parks system. In the last two years, the City of Madison has hired four OFS graduates and Dane County Parks hired two.

OFS conservation instruction is a project-based learning curriculum based on engaging youth in both classroom and on-site instruction in math, literacy and civics which mirrors the construction curriculum. As part of a conservation crew, youth are engaging in works on City of Madison Parks land alongside staff from the Parks Department. This provides for formal and informal relationships to develop aiding in job training and providing the youth a broad understanding of these potential employment opportunities.

As a state sanctioned Pre-Apprenticeship program the curriculum and instruction will strictly adhere to the five elements of pre-apprenticeship training:

1. Training and curriculum was designed through input from industry leaders of the WI Arborists Association in coordination with apprenticeship instructors and Madison College.
 2. OFS Transitions Coordinators will assure youth tour Madison College Arborist training facility and engage with instructors to understand Apprenticeship opportunities and expectations.
 3. Youth will actively engage in conservation work on Dane County and City of Madison Parks and greenspaces to master skills attained through instruction.
 4. Youth will earn a DWD/BAS Pre-Apprenticeship Readiness Certification which warrants preferred standing when applying for City of Madison Parks and Engineering positions.
 5. OFS's partnership with Madison College allows for seamless transition into the registered apprenticeship program.
2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.
- Over several decades of work in the community, OFS has developed strong relationships with community entities, employers, and organizations who act as a referral pipeline.

OFS proactively engages older youth in the community through the Options Program, which assists young adults who have not completed high school with finding ways to earn a diploma or GED/HSED. Working off a MMUSD-provided list of students who did not graduate with their cohort provided by the school district, the Options Coordinator helps participants identify their options, assist with enrollment, and continue to provide support while enrolled in high school completion programs. The Legacy program is one option made available to this group.

In addition to the Options Coordinator, the Outreach Specialist initiates outreach and recruitment activities in the community. They focus on individuals who previously applied but did not follow through, individuals who were

referred but did not apply, and develops relationships with neighborhood groups to further amplify the opportunities OFS can provide.

The young adults who are served by Operation Fresh Start learn of the programs in a number of additional ways. Many of them are referred to OFS from school counselors, corrections officers, and other adults in their lives who have worked hard to help them succeed. OFS receives referrals from multiple districts in Dane County. Additionally, local community centers and other nonprofits will let young people know that the OFS Legacy program is a good option for them to get their diploma and determine their next path in life, a path towards success.

OFS also relies on long-term referral relationships with WI Department of Corrections, neighborhood-based police officers, and Dane County Department of Human Services (DCDHS), the primary local agency supervising delinquent youth. Operation Fresh Start has significant partnerships with Memo of Understanding in place with local school districts for referrals of young people at risk of not graduating. Within this network, OFS is known as the organization for youth who need immediate and extensive realignment of priorities in order to achieve success. OFS outreaches into low-income neighborhoods throughout the service area by contact with social workers in DCHS' Joining Forces for Families (JFF) offices. These offices refer young women, parents with children, and those receiving public assistance, as well as those whose first language is not English.

Lastly, and most importantly, many come to us through word of mouth. With 50+ years history of transforming lives, the network of people touched by Operation Fresh Start is large; siblings, aunts and uncles who have succeeded, thanks to Operation Fresh Start, are some of the strongest ambassadors for OFS programming.

3. Describe how your program includes input or suggestions from target population served in your program design and operation.

For several years, OFS has implemented a Youth Policy Committee (YPC), engaging a group of current participants to develop and evaluate organization rules, work with staff to review program direction, manage social activities and research and plan service learning projects. Through participation in the Youth Policy Committee, the program offers the opportunity for members to come together to provide feedback on organization priorities, curriculum, and programming. Committee members have provided input for annual changes and edits to the Member Handbook, procedures for implementing member exit surveys, and programming to effectively support members in employment or post-secondary education.

Upon program completion each member completes a survey that has been developed in order for OFS staff and management to assess member satisfaction with their experience. The survey asks the member to respond to statements such as: "I gained an understanding of the community in which I live," "Staff helped me achieve my goals while at OFS," and "I figured out the next steps for my career/professional goals." The program will use this feedback to continue to improve programming and the AmeriCorps experience for future members.

In recent months, a Participant Leadership Congress (PLC) was created to take the place of the former Youth Policy Committee in order to communicate to participant crews in a more structured way. Built as part of OFS Legacy program civics education program, the PLC provides each Legacy crew the opportunity to elect their representation. This PLC allows quick-turnaround surveys and immediate feedback to and from participants on a wide range of topics from rules around uniforms, participant pay, and day of service planning. It also provides program participants with experiential learning of representative democracy in action.

Theory of Change & Logic Model

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:
 - a. Past service outcomes and other accomplishments that validate your approach.
 - b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.
 - c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.

OFS measures success by diploma attainment and placement in a career or post-secondary education. Last year, 81% of OFS participants earned their high school diploma. After earning a diploma, OFS continues to provide career and personal support for at least one year. Last year, 75% of participants were placed in a job within 30 days of completing OFS programming.

OFS Legacy is for young adults who left high school without graduating or who are not on track to complete high school. Participants focus on their own personal growth and change as they prepare to achieve their personal goals. During their time at OFS, participants are paid a stipend of over \$11/hour and earn an AmeriCorps Education Award to help pay for college classes after program completion. The stipend is an essential part of this program as the emerging adult population served through this program are often the working poor, having left High School because of a need to work to cover basic needs of housing, food and clothing. The stipend is essential for program participation.

OFS's Legacy program, focused on job training, mentoring, and skills building, also functions as a community violence intervention. Decades of studies have proven the positive impact employment of young people has on reducing violence in our communities. In an article recently published by National Urban League, they noted "Youth employment programs, including summer jobs programs, can reduce their involvement in violence by as much as 45%." Young people are disproportionately likely to be involved in gun violence as either victims or perpetrators, presenting a clear need for the community, and an opportunity for Operation Fresh Start, to focus on helping young people find employment.

OFS has been built on the theory that the development of relationships with caring adults and mentors can reduce and reverse those negative outcomes. "The [bond] theory posits that offending behavior is caused by weakened or broken social bonds with law-abiding people and institutions. Social bonds consist of four elements (attachment, commitment, involvement, and belief) and the presence of each element facilitates law-abiding behavior." (The Encyclopedia of Criminology and Criminal Justice).

2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

In its history, OFS has helped over 8,000 young people achieve success through employment. OFS is governed by a cross-cultural Board of Directors with experience in youth programming, finances, accounting, and leadership in the Dane County philanthropic and business communities. Board President Erica Nelson has been the lead staff person of Race to Equity a previous Wisconsin Partnership Program grant recipient. OFS has successful experience in administering federal YouthBuild DOL grants, AmeriCorps grants, a partnership role in the administration of WIOA Workforce Development Board funding, Food Share 50/50 funding as well as State and local programmatic grants. OFS was highlighted U.S. Department of Labor funded YouthBuild Workforce GPS White Paper "DOL YouthBuild Registered Apprenticeship Toolkit" and is a chosen partner, with MOU documentation, for seven local school districts and the local Technical College.

OFS maintains continual contact with key community stakeholders with a focus on funding, curriculum, job placement, and program opportunities.

- OFS Executive Director and Deputy Director engage with potential program partners such as Madison College, Urban League, Latino Academy, Workforce Development Board of South-Central Wisconsin (WDBSCW), UW Arboretum, the City of Madison, on how to best provide programming specifically focused on the needs of the target population.
- OFS Executive Director and Deputy Director engage with potential partners including WDBSCW, Job Center, School Districts, County and City to determine their engagement in further programming.
- OFS Executive Director, Deputy Director, Construction & Conservation Manager, and Transition Coordinator engage with employment partners to discuss job opportunities and training partnerships within their businesses, resulting in paths for members to transition successfully self-sufficient careers.

OFS participant success stories are some of the best evidence we have to communicate the importance of the organization to the Dane County community.

Success Story:

One example is Jaedan, who completed the Legacy program in July 2020 and went on to be the first OFS graduate to be accepted into Madison College's Urban Forestry program. He will complete the two-year program this summer. Along with being a student, Jaedan has also been working in a land restoration position with Dane County Parks. Management from the parks department specifically asked Jaedan to apply for this position because they had witnessed his work ethic firsthand through a partnership with OFS. Jaedan understood that every day on the worksite at OFS was an interview with a potential employer. He made sure to work hard, always look busy and ask questions to better understand the conservation trade.

Regarding his experience at OFS, Jaedan says the one-on-one academic support was a welcome change from his past high school where he says "sometimes people get past without other people seeing them." He says all the OFS staff have helped him on his road to becoming who he wants to be. "Everybody at OFS is supportive, so when you walk in there's nobody that's going to brush you off. Everybody will work with you and is here to help."

During his time at OFS, Jaedan says he matured a lot. "OFS has definitely steered me towards my future. It kind of opened me up to what I can achieve, what I can push through, and what I like doing." Jaedan says before he came to OFS, he wasn't aware of career opportunities in conservation. After graduating from Madison College, he plans to become an arborist. In September 2021, Jaedan was recognized at Operation Fresh Start's 50th Anniversary Gala, receiving the Participant of the Year award. In February, he became the first recipient of a newly-established conservation scholarship, providing up to \$500 worth of work gear and equipment needed to successfully start a career in natural resource management.

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services. OFS operates within a Total Quality Management philosophy where the organization continually uses data to determine organization efficacy and adjust programmatic, financial management, and community engagement activities to improve outcomes. OFS analyzes additional information to determine opportunities to improve outcomes including member interviews and progress reports, member demographics, grantor reviews and recommendations, and service project satisfaction surveys.

This Strategic Planning process focused specifically participant voice with them providing direction on goals for worksite and educational programming. Legacy participants lead in the selection of organizational values of Community, Equity, Work, Empowerment, and Commitment and are leading organization-wide sessions on how best to infuse these values into OFS culture and programming.

OFS's Strategic Plan for 2021-25 is focused on:

- Impact: Increase opportunities for youth through program improvement, growth, and diversification.
- Operational Excellence: Assure high quality, sustainable programs, services, and staff make use of community resources and partnerships to meet members' needs.
- Resiliency: Assure the ability to sustain programming and engage the community in the organization's mission.
- Community Engagement: Proactively engage the community to produce positive results for both youth and the community.

Each year OFS produces a Strategic Planning Benchmark Report conveying progress in achieving strategic plan initiatives and identifying areas for continual growth and improvement.

OFS extends the engagement and feedback period well beyond program completion. OFS Transitions Coordinator contacts member/alumni quarterly for one year and updates the OFS database with their status. During the 12-month follow-up period, staff follows the progress of graduates through consistent contact and meetings with them, their employers, and/or college personnel. Transition Coordinators initiate regular communication with employers and college personnel to encourage open communication of graduates' performance and engage in problem-solving, if necessary.

Additionally, OFS is in the early stages of beginning a longitudinal study, an activity within the Operational Excellence goal, to assess historical impact, measure long-term success, and identify ways in which positive outcomes for participants can be increased. This study will leverage the voices and experiences of current and past participants as part of this study and assessment.

Budget - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.



Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: cddapplications@cityofmadison.com

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

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

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. **Do not attempt to unlock or alter this form.** Font should be no less than 11 pt.

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

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

Legal Name of Organization:	Operation Fresh Start	Total Amount Requested:	\$ 135,470
Program Name:	Legacy		
Program or Activity are you Applying for:	☐ Youth Employment Services (ages 14-21) ☐ Youth Employment & Training ☐ Wanda Fullmore Youth Internship Program ☒ Young Adult Employment Services (ages 18-26) ☐ Adult Employment Services (18+)		
Contact Person:	Brian Polak	Email:	bpolak@operationfreshstart.org
Full Address:	2670 Milwaukee St., Madison, WI 53704	Telephone:	608-244-4721
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (if applicable)	

Organizational Qualifications:

1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

This Legacy program proposal is a rebranding of the previous High School Completion Affordable Housing program. As Operation Fresh Start has developed additional programming in recent years, it became necessary to specifically label the high school completion programming as the "Legacy" program. This grant is specifically to support young people through this program who are not engaged in separate City of Madison Parks or City of Madison Engineering partnerships. As part of the employment training these young people will engage in building affordable housing for the community.

OFS believes every young person deserves to live a healthy, happy, and self-sufficient life. OFS creates a pathway to success – providing education, mentoring, and employment training to young people transitioning into adulthood.

OFS was founded in 1970, based on the idea that opportunities for a "fresh start" can transform a person's life. OFS founder Jack Osteraas was a police officer and juvenile detention counselor. He wanted to provide a pathway to success and happiness for young men who struggled to overcome barriers from being involved in the criminal justice system. Jack created a paid opportunity for these young men to learn basic work skills while positively contributing to the community by renovating sub-standard housing into safe, affordable homes for low-income families. Participants also received support preparing for the high school equivalency exam.

Then and now, OFS recognizes this hands-on work of building affordable housing is transformational – both for the community and for the young people swinging the hammer. The worksite functions as a place to learn valuable skills, but also as a vehicle to form transformational relationships with their supervisor, learn the value of teamwork and develop self-confidence, personal accountability, and grit. OFS has built upon Jack's model – adapting and changing to meet the evolving needs of our community. .

OFS graduates earn a high school diploma, driver's license, certifications in the construction or conservation fields, and gain college/career readiness skills. Participants also give back to the community — building affordable homes for low-income families and completing conservation projects in city and county parks. After program completion,

Over the past five decades, OFS has developed a wraparound programming philosophy (providing daily meals, a bi-weekly work stipend, and assistance accessing resources like healthcare / mental health support, food, housing and transportation). The in-house teaching staff develops a personalized plan for each young adult to earn their high school diploma, driver's license, and either start their career or enroll in post-secondary education. Additionally, OFS has increased the scope of work to include both affordable home construction and conservation work. In the past five years, OFS has also added career counseling programming and CNA/healthcare career training.

Since its founding, OFS has been an organization focused on racial justice. In 2021, 76% of OFS participants were young people of color and 80% were from low-income families. OFS is equipping young people in Madison, Wisconsin with the skills and knowledge necessary to find their own success and in collaboration with our community partners, working to create equitable pathways for their continued success. Along with transforming the lives of participants, OFS programming benefits the community through the building of affordable homes and completion of conservation projects that maintain the natural beauty of city and county parks and promote environmental equity, where no single group or community in historically overlooked neighborhoods faces disadvantages in dealing with environmental hazards, disasters, or pollution.

2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.

Wisconsin's education disparities between Black and white students are among the widest in the country (National Assessment of Educational Progress). In the Madison Metropolitan School District (MMSD), Black students are, on average, academically 4.3 grades behind white students (Miseducation, ProPublica). In 2021, 93% of white MMSD students completed high school in four years, compared to 66% of Black students (Wisconsin Dept. of Public Instruction's WISEdash Public Portal).

OFS addresses these disparities in educational opportunities by building meaningful and trusting relationships between staff and participants.

OFS has a unique educational structure, combining classroom education with tactile learning. Many young people who come through OFS programming say that it was hard to focus in a large school setting, or that sitting at a desk all day didn't work for them. Participants typically engage in classroom work one day per week; they're out on the construction or conservation worksite for hands-on skills development for the rest of the week.

Teachers and supervisors work side-by-side with participants in the classroom and on construction and conservation projects. They act as mentors, helping participants talk through issues, process their emotions, and gain access to the resources they need to move forward in their lives.

Classroom instruction occurs in small groups, where teachers are always available for one-on-one support. The OFS student to teacher ratio is 5:1, compared to the Madison school district's 12:1 ratio. Participants work through a personalized education plan, completing assignments tailored to their current literacy and math level. OFS has found over its 52-year history that this approach – cultivating meaningful relationships with young people, plus combining individualized classwork with community service projects – works for students who struggle in a traditional high school setting.

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

3. Describe your organization's experience, education and training requirements for program staff and management staff.

OFS is governed by a cross-cultural Board of Directors with experience in youth programming, finances, accounting, and leadership in the Dane County philanthropic and business communities. Board President Erica Nelson has been the lead staff person of Race to Equity reports through Kids Forward.

OFS has realigned hiring practices around composite skills necessary to be successful in the job rather than calling for higher education and degree requirements. This allows OFS to broaden the pool to include qualified applicants who may previously have been left out of employment searches due to lack of formal degrees. Hiring panels include

emerging adult program participants asking questions and acting out scenarios to determine candidate's ability to connect with the population that OFS serves. This also provides participants an understanding of how hiring processes work from the other side of the table.

OFS was highlighted U.S. Department of Labor funded YouthBuild Workforce GPS White Paper "DOL YouthBuild Registered Apprenticeship Toolkit" and is a chosen partner, with MOU documentation, for seven local school districts and the local Technical College.

OFS programming is built upon the researched-based developmental relationships model. Through a strength-based relationship with caring adults, young people can overcome childhood poverty and trauma to achieve success. These relationships are developed by program managers, teachers, and supervisors who have participated in multi-day cultural competency training. OFS management has engaged in a series of diversity, equity, and Inclusion trainings during the last year with the goal to learn and share new/best practices staff wide.

In 2021 OFS's Equity Learning Committee was launched as part of the current 5-year plan to invest in developing a learning community dedicated to continuous improvement of organization equity. During the startup phase, an orientation for staff on leadership development is conducted as a series of workshops addressing aspects of the program's leadership development component and strategies for implementation based upon the guidelines found in "Leadership Development: A Handbook for YouthBuild Staff." Staff receive ongoing training in leadership development during monthly all-staff meetings and annual staff retreats to evaluate the effectiveness of leadership development training at OFS and further refine staff roles as leadership development trainers.

OFS fosters a culture of continuous learning. Through annual performance reviews and mid-year achievement check-ins, OFS collaborates with staff to identify training and upskilling opportunities in order to allow them reach their professional goals as well as offer the best possible support for participants.

Partnerships, Collaboration & Coordination

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.
 - a. Organizations and groups that work with youth, young adults and/or adults.

OFS has a longstanding agreement with Madison Metropolitan School District (MMSD) including referral and curriculum design elements. Youth engaging in OFS's Legacy program earn a high school diploma upon program completion. This partnership is documented through an OFS and MMSD MOA for the provision of education and vocational education to youth within the MMSD. All services will be provided through a self-paced, individualized, scaffolded curriculum framework called Gateways.

OFS was a lead organization in the development of the Youth Employee Network and continues to take a leadership role in bringing organizations focused on youth employment together to learn, collaborate and coordinate services. Included with each OFS proposal are letters from Briarpatch and Goodman Community Center, two of the largest youth employment and education providers in Dane County.

OFS is an active member in the Dane County Employment and Training Network for coordination of Job Center services including the provision of SNAP, TANF and vocational rehabilitation services. This provides a forum for management coordination of services and benefits.

For over 20 years, OFS has partnered with YouthBuild/AmeriCorps programs address the shortage of affordable housing in low-income communities while simultaneously addressing another community need—that of out-of-school, low-income young people without high school credentials or job skills.

The Operation Fresh Start/The Corps Network partnership offers participants the opportunity for firsthand conservation training to help maintain and enhance the natural environment, while developing the skills necessary to become an active leader in the community. Program participants work on projects in public parks and green spaces around Dane County, Wisconsin. Experience on the crew gives participants a strong foundation for pursuit of conservation-based employment.

Participants who complete the OFS Legacy program earn an AmeriCorps grant to further their education.

- b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

OFS is a contractual partner with the Workforce Development Board of South-Central Wisconsin and the Dane County American Job Center. Contractual partnership includes case management services for youth engaging at the job center as well as specific provision of pre-apprenticeship training for disconnected opportunity youth. OFS provides resources to the job center as a member organization to provide for the provision of wrap around services within the system. Youth will be guided through American Job Center's Career Cruising, an on-line program which moves them through interest and aptitude assessments to local labor market information and connects to locally-available on-line job offerings.

OFS Transitions Coordinators, WIOA case managers, and representatives of higher education work together to access opportunities to access Title II programming. OFS Transitions Coordinators partner in OFS maintains strong partnership relationships with the University of Wisconsin-Madison (UW) and local community college Madison College. The UW has supplied assistance developing educational curriculum for math and English language learning as well as supplying program internships engaged in education, nursing and/or Masters in Social Work. UW staff assist with college visits and come to OFS to assist youth in application process when appropriate.

The OFS/Madison College partnership is deep and long-standing with the goal of supporting OFS graduates to enroll in and complete post-secondary programs. Madison College provides free pre-college placement exams for OFS participants, provides a Recruitment Coordinator who has regular weekly hours at OFS, engages OFS youth in career exploration, campus visits, class scheduling and transition into post-secondary culture. OFS and Madison College staff work closely to monitor and assist enrolled students in supportive tutoring, managing attendance and accessing additional campus resources for food, health, mental health and social engagement.

This partnership also extends into the development and continual improvement of the pre-apprenticeship curricula in carpentry and arboriculture. Madison College provides the classroom portion of the registered apprenticeships in these fields and works with OFS to develop and hone the pre-apprenticeship curriculum to assure a bridge into the registered apprenticeship classes.

Conservation participants engage in training on City and County Parks and Engineering lands where they engage with City and County staff on instruction including tree planting, plant identification, supervised herbicide and pesticide application, introductory tree climbing training, climbing rope systems, climbing safety, tree entry and climber movement, and chainsaw training as part of the Arborist Pre-Apprenticeship curriculum.

Apprenticeship opportunities exist for OFS graduates through placement with Findorff & Son, Stevens Construction, and other trades-related partners. Arborist apprenticeships are available through City of Madison, Dane County, Capital City Tree Experts, Hooper Corporation, and other employer members of the WI Arborist Association.

- c. Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

Low-Income Households:

Dane County Human Services, SNAP and Title IV Vocational Rehabilitation Partnerships: OFS is an active member in the Dane County Employment and Training Network for coordination of Job Center services including the provision of SNAP, TANF and vocational rehabilitation services. This provides a forum for management coordination of services and benefits.

Coordinated Case Management: OFS, SNAP (Foodshare) and employment exploration and training services share a cross referral relationship with OFS intake staff providing information to client services staff within each agency that is a Job Center partner. Specifically, for SNAP Employment and Training and WIOA eligible clients, OFS Transitions staff provide key coordination of case management with case managers from these programs. When a young person qualifies, vocational rehabilitation staff are also engaged in case management. Eligible youth are co-enrolled in SNAP and/or WIOA OSY and assigned a case manager from each of these programs.

Operation Fresh Start has cross referral and case management relationships with The Beacon, Porchlight, and Briarpatch for emerging adults facing housing insecurity.

Women:

Operation Fresh Start partners with YWCA including a referral and case management relationship for young people interested in careers in IT industry. Although not exclusively women, a propensity of those that are victims of domestic abuse are women with those offenses perpetrated by men. OFS has partners with Domestic Abuse Intervention Services to provide housing and case management as needed for victims but also to come to Fresh Start and provide education to emerging adults about how to stop domestic abuse from happening. Rape Crises Center also provides education to participants about dating behavior and safety.

BIPOC:

The Urban League is a significant partner in training, recruitment and employment placement. But the partnership goes further. OFS Legacy Crews have completed two affordable homes that are part of the Urban League Black Home Ownership program and OFS Build Academy Crews will be part of building the new Black Business Hub.

The Latino Academy and Operation Fresh Start share similar missions that center education and training old young adults seeking self-sustaining employment. Latino Academy is currently partnering with OFS on Build Academy by providing outreach and connection within the Latino/Latina community, bilingual instruction when necessary, connection to Latino owned construction companies, and coordinated case management and assistance in placement and tracking placement.

Immigrants:

The Latino Academy and Centro Hispano are the most significant partners in working with an immigrant population, providing cross referrals and coordination of services and case management.

LGBTQ+

Operation Fresh Start has a long-standing relationship with GSAFE which led to a former OFS participant becoming a full-time outreach employee with the organization. GSAFE regularly comes to OFS to provide information and opportunities for young people to connect with the organization and its services.

These are but a smattering of the many rich partnerships that Operation Fresh Start depends upon to assure wrap around culturally appropriate service leading to success for emerging adults we serve.

2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

OFS has long-standing partnerships with education, employment, and apprenticeship organizations. Each partner is involved in program development, implementation, and operation of the program.

WDBSCW, Madison College, and DWD/BAS are leaders in the development of the pre-apprenticeship certification program curriculums in conservation and construction.

Registered Apprenticeship Program Partnership: A three-legged partnership under the guidance of the DWD/BAS, which recognizes apprenticeship and pre-apprenticeship programming in Arborist and Carpentry.

Industry Partners identify employment opportunities and assist in defining qualifications for initial apprenticeship as well as skill levels for journey level accreditation. They assist in both training and placement.

Trade Unions assist in referrals into the program, curriculum development, and implementation. They provide participants tours of union training centers and engages union members in OSHA training provided at OFS and on-the-job training and shadows with journey level employees on commercial construction and conservation sites.

Madison College: Collaboration in development of pre-apprentice certified training. Development of Registered Apprenticeship classroom education components and credit bearing certification and credit bearing classes that provide coordinated apprenticeship curriculum.

Program Design

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

The OFS Legacy program will engage 50 young adults from Madison and Dane County in 1,000 hours of education and employment training activities. 80% of each participant's program time is spent working on a jobsite and the remaining 20% is spent in the classroom. Legacy programming includes measurable outcomes leading to real life change:

- 80% of young people will complete programming and attain a high school diploma.
- 75% of participants will attain employment at a \$15/hour rate within six months of completing programming.
- 80% will achieve a State of Wisconsin industry recognized Bureau of Apprenticeship Standard Pre-Apprenticeship certification leading to advance standing in hiring within construction and land management programming.

An element of this Legacy grant is the provision of affordable housing. Legacy participants engaging in the construction tract will build from the ground up, or through significant rehabilitation, two affordable housing units each year.

Each young adult completing the Legacy program will receive a high school diploma through MMSD. This partnership is documented through an OFS and MMSD MOA for the provision of education and vocational education to youth within the MMSD. All services are provided through a self-paced, individualized, scaffolded curriculum framework called Gateways, a set of sequentially organized modules which incorporate project based educational philosophy into a goal-oriented program. Each Gateway includes skills-training, academic education, and personal career development goals suited to the individual needs and aspirations of the participant. Gateways have a proven track record of increasing our youth population's success in post-secondary options including college, apprenticeships, and sustainable employment.

Operation Fresh Start recognizes that the second most common pre-requisite for employment in Dane County is a driver's license. (first being the High School diploma). As such OFS Drive programming is a built-in component of Legacy and includes preparation for written and behind the wheel instruction leading to the use of an OFS vehicle to pass the road test. OFS Drive Coordinator is co-employed through 4- Lakes Driving School and uses 4- Lakes curriculum and car during instruction.

Progress is monitored through a case management process that includes weekly coordination meetings between Case Management Team (CMT) members, which consists of a participant's site supervisor, teacher, and youth employment coordinator. The CMT continually assesses goal appropriateness and whether there are additional supports that could be put in place to support the participant's ability to achieve the goals they have set. Participants also meet individually with their site supervisor to periodically assess fundamental employment competencies such as attendance, productivity, quality of work, initiative, understanding of workplace culture, and the ability to prioritize and organize tasks. For the on-site portion of programming, participants are organized into crews of 8 to 12 members, each led by a Construction Supervisor (or Conservation Supervisor during Construction Plus programming components). The participants' schedule is Monday-Thursday, 8:00 am-4:30 pm. Half of each crew attend academic training on a given day, and half are transported to the work site via OFS vans. Participants alternate activities throughout the week.

An integral element of this curriculum is the emphasis on preparing young adults for post-secondary opportunities including college, apprenticeships, or careers. Throughout a participant's time in the program, the Transition Coordinators, Teachers, and Supervisors meet with each young person to develop a post-program transition plan. The participant's mastery is measured through evaluations conducted every eight weeks. Readiness is assessed by the staff team during case management meetings. Clean UA's, obtainment of driver's licenses, and removal of court fines greatly impact employability and are addressed as goals early in Gateways.

Through individualized and workshop settings, participants work through the Pre-employment/Career Development Curriculum under the guidance of the Transition Coordinator. The curriculum emphasizes career path concepts within high-growth industries in the regional labor market. Activities include, but are not limited to: financial literacy education for employment, instruction of proper application completion, mock interviews, and workplace or post-secondary institution tours. OFS Transitions Coordinator further engage the participants on college visits and interviews, workplace visits, resume development, mock interviews, job shadows, WIOA supported Work Experience, and On the Job Training (OJT) to assure progression towards career employment.

OFS views programming as two phases. Phase one is active participation at OFS. Phase two is follow-up: engagement with each youth for one year after program completion to continue working on living skills and employment and/or post-secondary retention.

Community Service is an integral philosophy of programming which includes construction of affordable housing and conservation work on public lands, but also additional opportunities to plan and execute community service days four times a year. These have included working at the local food bank, building neighborhood centers, and filling sandbags to hold back flood water.

2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.

Over several decades of work in the community, OFS has developed strong relationships with community entities, employers, and organizations who act as a referral pipeline.

OFS proactively engages older youth in the community through the Options Program, which assists young adults who have not completed high school with finding ways to earn a diploma or GED/HSED. Working off a list of students who did not graduate with their cohort provided by the school district, the Options Coordinator helps participants identify their options, assist with enrollment, and continue to provide support while enrolled in high school completion programs. The Legacy program is one option made available to this group.

In addition to the Options Coordinator, the Outreach Specialist initiates outreach and recruitment activities in the community. They focus on individuals who previously applied but did not follow through, individuals who were referred but did not apply, and develops relationships with neighborhood groups to further amplify the opportunities OFS can provide.

The young adults who are served by Operation Fresh Start learn of the programs in a number of additional ways. Many of them are referred to OFS from school counselors, corrections officers, and other adults in their lives who have worked hard to help them succeed. OFS receives referrals from multiple districts in Dane County. Additionally, local community centers and other nonprofits will let young people know that the OFS Legacy program is a good option for them to get their diploma and determine their next path in life, a path towards success.

OFS also relies on long-term referral relationships with WI Department of Corrections, neighborhood-based police officers, and Dane County Department of Human Services (DCDHS), the primary local agency supervising delinquent youth. Operation Fresh Start has significant partnerships with Memo of Understanding in place with local school districts for referrals of young people at risk of not graduating. Within this network, OFS is known as the organization for youth who need immediate and extensive realignment of priorities in order to achieve success. OFS outreaches into low-income neighborhoods throughout the service area by contact with social workers in DCHS' Joining Forces for Families (JFF) offices. These offices refer young women, parents with children, and those receiving public assistance, as well as those whose first language is not English.

Lastly, and most importantly, many come to us through word of mouth. With 50+ years history of transforming lives, the network of people touched by Operation Fresh Start is large; siblings, aunts and uncles who have succeeded, thanks to Operation Fresh Start, are some of the strongest ambassadors for OFS programming.

3. Describe how your program includes input or suggestions from target population served in your program design and operation.

For several years, OFS has implemented a Youth Policy Committee (YPC), engaging a group of current participants to develop and evaluate organization rules, work with staff to review program direction, manage social activities and research and plan service learning projects. Through participation in the Youth Policy Committee, the program offers the opportunity for members to come together to provide feedback on organization priorities, curriculum, and

programming. Committee members have provided input for annual changes and edits to the Member Handbook, procedures for implementing member exit surveys, and programming to effectively support members in employment or post-secondary education.

Upon program completion each member completes a survey that has been developed in order for OFS staff and management to assess member satisfaction with their experience. The survey asks the member to respond to statements such as: "I gained an understanding of the community in which I live," "Staff helped me achieve my goals while at OFS," and "I figured out the next steps for my career/professional goals." The program will use this feedback to continue to improve programming and the AmeriCorps experience for future members.

In recent months, a Participant Leadership Congress (PLC) was created to take the place of the former Youth Policy Committee in order to communicate to participant crews in a more structured way. Built as part of OFS Legacy program civics education program, the PLC provides each Legacy crew the opportunity to elect their representation. This PLC allows quick-turnaround surveys and immediate feedback to and from participants on a wide range of topics from rules around uniforms, participant pay, and day of service planning. It also provides program participants with experiential learning of representative democracy in action.

Theory of Change & Logic Model

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:
 - a. Past service outcomes and other accomplishments that validate your approach.
 - b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.
 - c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.

OFS measures success by diploma attainment and placement in a career or post-secondary education. Last year, 81% of OFS participants earned their high school diploma. After earning a diploma, OFS continues to provide career and personal support for at least one year. Last year, 75% of participants were placed in a job within 30 days of completing OFS programming.

OFS Legacy is for young adults who left high school without graduating or who are not on track to complete high school. Participants focus on their own personal growth and change as they prepare to achieve their personal goals. During their time at OFS, participants are paid a stipend of over \$11/hour and earn an AmeriCorps Education Award to help pay for college classes after program completion. The stipend is an essential part of this program as the emerging adult population served through this program are often the working poor, having left High School because of a need to work to cover basic needs of housing, food and clothing. The stipend is essential for program participation.

An additional element of this specific Legacy grant is the provision of affordable housing. Last year, OFS crews completed five affordable housing significant rehabs and/or new construction projects. Two of these were in partnership with Urban League Black Home ownership program and two were in partnership with Madison Community Land Trust.

Through the OFS Legacy program, young adults have the opportunity to earn a high school diploma and driver's license while working on crews that improve Dane County parks or build affordable housing. OFS Legacy is for young adults who left high school without graduating or who are not on track to complete high school. Participants focus

on their own personal growth and change as they prepare to achieve their personal goals. During their time at OFS, participants are paid a small stipend and earn an AmeriCorps Education Award to help pay for college classes after program completion.

OFS's Legacy program, focused on job training, mentoring, and skills building, also functions as a community violence intervention. Decades of studies have proven the positive impact employment of young people has on reducing violence in our communities. In an article recently published by National Urban League, they noted "Youth employment programs, including summer jobs programs, can reduce their involvement in violence by as much as 45%." Young people are disproportionately likely to be involved in gun violence as either victims or perpetrators, presenting a clear need for the community, and an opportunity for Operation Fresh Start, to focus on helping young people find employment.

OFS has been built on the theory that the development of relationships with caring adults and mentors can reduce and reverse those negative outcomes. "The [bond] theory posits that offending behavior is caused by weakened or broken social bonds with law-abiding people and institutions. Social bonds consist of four elements (attachment, commitment, involvement, and belief) and the presence of each element facilitates law-abiding behavior." (The Encyclopedia of Criminology and Criminal Justice).

2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

In its history, OFS has helped over 8,000 young people achieve success through employment. OFS is governed by a cross-cultural Board of Directors with experience in youth programming, finances, accounting, and leadership in the Dane County philanthropic and business communities. Board President Erica Nelson has been the lead staff person of Race to Equity a previous Wisconsin Partnership Program grant recipient. OFS has successful experience in administering federal YouthBuild DOL grants, AmeriCorps grants, a partnership role in the administration of WIOA Workforce Development Board funding, Food Share 50/50 funding as well as State and local programmatic grants. OFS was highlighted U.S. Department of Labor funded YouthBuild Workforce GPS White Paper "DOL YouthBuild Registered Apprenticeship Toolkit" and is a chosen partner, with MOU documentation, for seven local school districts and the local Technical College.

OFS maintains continual contact with key community stakeholders with a focus on funding, curriculum, job placement, and program opportunities.

- OFS Executive Director and Deputy Director engage with potential program partners such as Madison College, Urban League, Latino Academy, Workforce Development Board of South-Central Wisconsin (WDBSCW), UW Arboretum, the City of Madison, Dane County Parks and others, on how to best provide programming specifically focused on the needs of the target population.
- OFS Executive Director and Deputy Director engage with potential partners including WDBSCW, Job Center, School Districts, County and City to determine their engagement in further programming.
- OFS Executive Director, Deputy Director, Construction & Conservation Manager, and Transition Coordinator engage with employment partners to discuss job opportunities and training partnerships within their businesses, resulting in paths for members to transition successfully self-sufficient careers.

OFS participant success stories are some of the best evidence we have to communicate the importance of the organization to the Dane County community.

Success Story:

Kyle Titley enjoys construction because it puts his mind in a state of flow. He likes working with his hands, staying busy all day, finding creative ways to increase efficiency and seeing the tangible results of a day's work.

"When customers see that attention to detail and the quality of the work at the end of the day, they're like, 'Wow, this guy really cares about his job, not to mention works extremely hard throughout the day and barely takes a break,'" said Titley. "But you know, you don't need a break when you're in a flow state where you're just loving what you're doing."

Operation Fresh Start (OFS) sparked Titley's interest in construction when he was a teenager. He was a participant in 2009-2010, joining at his principal's recommendation. Titley says high school was not the right pace for him and he got bored easily.

"I got expelled from school and just really needed that discipline in my life – or just an outlet for me to change my life," Titley recalls.

The OFS format, a mix of classroom education and on-site affordable housing construction, was a good fit for Titley. "The structure of the program and the people that are there – the way they cared about me and lit up with seeing me be successful and grow through all the phases of the program was awesome."

Titley went on to work for Waunakee Remodeling, where he learned to install windows and doors. When the COVID-19 pandemic hit, he unexpectedly lost his job and had to pivot. He had been dreaming about running his own business and knew he was a driven person who could make it happen.

In August 2020, Titley started his home remodeling business, Exceptional Exteriors, with one of his best friends, who was already a solid tradesman. His company started out just the two of them – and a year and a half later has grown to about a dozen employees. Their work ranges from windows, doors and siding to bathroom remodels.

Titley says his main business goal is to mentor others. He trains his crew to complete different construction tasks, but also focuses on encouraging their personal development and holding himself accountable for being a positive role model. When he sees someone having a tough day, Titley is the person to step in.

"If you're vibing super high, you're going to be able to change somebody who's at a low frequency. You can see it – so just put forth that energy and give them that love. They'll remember that and they'll give it back to you when you're having a tough day."

There are lots of parallels between Kyle's business model and his experience at Operation Fresh Start, which he views as "one of the most pivotal points" of his career – and his life in general.

"OFS taught me some very important skills that helped develop my career and become a business owner down the road. It really got me interested in construction and facilitated my growth extremely fast. I went from going nowhere, to really having a solid attitude and solid principles."

He mentions Bill Kean, Participant Resource Manager, as one of his most memorable mentors at Operation Fresh Start. "He really saw a lot in me and was like, 'Man, go crush it,'" Titley recalls.

Titely has fond memories of being out on the worksite as well. He remembers doing attic work in the middle of the summer, sweating profusely until he couldn't see through his safety glasses. Part of what makes that moment so memorable was that he got through the struggle with the rest of his crew.

"The teambuilding that we experienced at Operation Fresh Start was awesome because you were all from different struggles – and we found a way to work together," said Titely.

He says he is still in touch with some of the people who were on his construction crew at OFS. "Some of them are realtors, some of them are police officers now, and it's really cool to see some of the guys have just grown into really awesome humans and we're just killing it out there."

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services. OFS operates within a Total Quality Management philosophy where the organization continually uses data to determine organization efficacy and adjust programmatic, financial management, and community engagement activities to improve outcomes. OFS analyzes additional information to determine opportunities to improve outcomes including member interviews and progress reports, member demographics, grantor reviews and recommendations, and service project satisfaction surveys. OFS has also engaged over 30 community stakeholders in strategic planning to ascertain community perspective and inform the continual improvement of OFS.

This Strategic Planning process focused specifically participant voice with them providing direction on goals for worksite and educational programming. Legacy participants lead in the selection of organizational values of Community, Equity, Work, Empowerment, and Commitment and are leading organization-wide sessions on how best to infuse these values into OFS culture and programming.

OFS's Strategic Plan for 2021-25 is focused on:

- Impact: Increase opportunities for youth through program improvement, growth, and diversification.
- Operational Excellence: Assure high quality, sustainable programs, services, and staff make use of community resources and partnerships to meet members' needs.
- Resiliency: Assure the ability to sustain programming and engage the community in the organization's mission.
- Community Engagement: Proactively engage the community to produce positive results for both youth and the community.

Each year OFS produces a Strategic Planning Benchmark Report conveying progress in achieving strategic plan initiatives and identifying areas for continual growth and improvement.

OFS extends the engagement and feedback period well beyond program completion. OFS Transitions Coordinator contacts member/alumni quarterly for one year and updates the OFS database with their status. During the 12-month follow-up period, staff follows the progress of graduates through consistent contact and meetings with them, their employers, and/or college personnel. Transition Coordinators initiate regular communication with employers and college personnel to encourage open communication of graduates' performance and engage in problem-solving, if necessary.

Additionally, OFS is in the early stages of beginning a longitudinal study to assess historical impact, measure long-term success, and identify ways in which positive outcomes for participants can be increased. This study will leverage the voices and experiences of current and past participants as part of this study and assessment.

Budget - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.



Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: cddapplications@cityofmadison.com

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

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

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. **Do not attempt to unlock or alter this form.** Font should be no less than 11 pt.

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

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

Legal Name of Organization:	Operation Fresh Start	Total Amount Requested:	\$ 53,500
Program Name:	Build and Conservation Academies		
Program or Activity are you Applying for:	☐ Youth Employment Services (ages 14-21) ☐ Youth Employment & Training ☐ Wanda Fullmore Youth Internship Program ☒ Young Adult Employment Services (ages 18-26) ☐ Adult Employment Services (18+)		
Contact Person:	Brian Polak	Email:	bpolak@operationfreshstart.org
Full Address:	2670 Milwaukee St., Madison, WI 53704	Telephone:	608-244-4721
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (if applicable)	

Organizational Qualifications:

1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

Throughout its 52-year history, OFS has empowered more than 8,000 young adults from 16-24 to overcome barriers making higher education and life-sustaining careers more accessible. Job training, education, and employment are the central focuses of OFS's programming. Historically centered around construction, OFS has evolved programming in recent years to include both conservation and healthcare training. This year, in recognition of the need for more rigorous training in real job situations to prepare young people for success on work sites, OFS launched Build Academy and Conservation. Designed for high school graduates seeking to begin careers in the trades or conservation, the Academies give young adults the ability to earn while they learn. With the goal of placement into a career, participants earn important certifications and work side-by-side with industry professionals.

The Build and Conservation Academies are the evolution of the Strive program previously funded by the City of Madison. Strive provided a foundation for OFS and partner organizations to successfully write for a three-year Wisconsin Innovations Grant (WIG) provision of American Recovery Program Administration (ARPA) funds administered by the State of Wisconsin. The WIG grant does provide support for partners in this program including Urban League, Big Step, and Latino Academy as well as a portion of OFS staffing.

The WIG grant doesn't provide one essential item: funding for participant salaries during programming. This application is specifically for the essential participant payment during training. Support from the City will also provide necessary matching funds for the WIG grant provision of resources.

Young adults are struggling to gain foothold as the economy improves from the 2020 downswing. Young workers' unemployment rates jumped from 8.4% to 24.4% from spring 2019 to spring 2020. Current rates, according to the Bureau of Labor Statistics show the 10.6% unemployment rate for young workers more than double the overall unemployment rate of 3.6% nationally. High unemployment for this age group results in negative long-term impacts. Even before the pandemic there were more than 4,000 Dane County young adults living in poverty and disconnected from education or self-sufficiency through employment (Measure of America).

Through the Legacy program, OFS is currently working with young adults on construction and conservation job sites while they simultaneously earn their high school diploma. As participants approach completion of the Legacy program, Transitions Coordinators work with participants to find employment. This is where Build and Conservation Academies provide the professional boost for the participants who have found an aptitude and motivation to continue the training they started in Legacy.

For the young person employment means stability; money to spend on housing, food, clothing, and entertainment. It can allow them to feel more secure in their lives due to medical insurance, paid time off, and other fringe benefits. Stable, career-sustaining employment can give them the opportunity to build generational wealth and end the cycle of poverty.

OFS is setting out to help even more young adults who want a path to careers. There are thousands of young adults in Madison and Dane County who are either disconnected from education, or aren't moving beyond part time low wage jobs into careers where they can build wealth and break poverty cycles. These Academies will prepare young adults for career-sustaining employment in construction trades or conservation work where young people can break the cycles of poverty through a path forward to wealth and career building employment.

2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.

In launching Academy programming, OFS entered into contractual partnerships with Urban League and Latino Academy for culturally specific recruitment and services. Urban League and Latino Academy are vital workforce training programs that maintain a focus on specific ethnicities and cultures. Urban League's mission is to ensure that African Americans and other community members are educated, employed, empowered to live well, advance professionally, and contribute to the common good in the 21st Century. The Latino Academy, through its ESL and career specific training in transportation careers, has transformed the lives of thousands of Latinos.

OFS programming is built upon the researched-based developmental relationships model specific to the needs of emerging adults that are different from those of younger youth or the adult population (Search Institute). Through a strength-based relationship with caring adults, young people can overcome childhood poverty and trauma to achieve success. These relationships are developed by program managers, teachers, and supervisors who have extensive ongoing training in developmental relationships, trauma informed care, older youth brain development, equitable programming and cultural competency. OFS management has engaged in a series of diversity, equity, and Inclusion trainings during the last year with the goal to learn and share new/best practices staff wide. Programming is delivered by a diverse staff, bilingual in Spanish and Hmong.

Over the 52 years since its founding, OFS serves a diverse community of participants 76% of whom identify as Black, Indigenous, and people of color, and 80% come from families living below the poverty line--on a path toward self-sufficiency.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

OFS is governed by a cross-cultural Board of Directors with experience in youth programming, finances, accounting, and leadership in the Dane County philanthropic and business communities. Board President Erica Nelson has been the lead staff person of Race to Equity a. OFS has successful experience in administering federal YouthBuild DOL grants, AmeriCorps grants, a partnership role in the administration of WIOA Workforce Development Board funding, Food Share 50/50 funding, as well as State and local programmatic grants.

OFS was highlighted by the U.S. Department of Labor funded YouthBuild Workforce GPS White Paper "DOL YouthBuild Registered Apprenticeship Toolkit" and is a chosen partner, with MOU documentation, for seven local school districts and the local Technical College.

OFS has realigned hiring practices around composite skills necessary to be successful in the job rather than calling for higher education and degree requirements. This allows OFS to broaden the pool to include qualified applicants who may previously have been left out of employment searches due to lack of formal degrees. Hiring panels include emerging adult program participants asking questions and acting out scenarios to determine candidate's ability to connect with the population that OFS serves. This also provides participants an understanding of how hiring processes work from the other side of the table.

Safety is the top priority for both Build and Conservation Academies. Academy leadership have attained OSHA 30 training and provide worksite assessments and continual training for program staff. Build and Conservation Academy supervisors receive OSHA-10 and CPR/First Aid training and have over three years' experience in their industries. As

part of the Build and Conservation Academies, OFS employs a Construction Training Coordinator who trains program participants on worksite fundamentals as well as staff when faced with particularly challenging projects. Construction Training Coordinator is certified to instruct Rigging, Aerial lifts (boom and scissor) and is a certified OSHA trainer. The Conservation Academy Supervisor has completed all 4 levels of SAWW training, Herbicide Application 6.0, Wildland Fire Training s130 & s190, FEMA ICS 100, and is a Certified DNR Safety Instructor for Harness, ATV, and Boater.

OFS fosters a culture of continuous learning. Through annual performance reviews and mid-year achievement check-ins, OFS collaborates with staff to identify training and upskilling opportunities in order to allow them reach their professional goals as well as offer the best possible support for participants.

Partnerships, Collaboration & Coordination

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.

- a. Organizations and groups that work with youth, young adults and/or adults.

OFS has a longstanding agreement with Madison Metropolitan School District (MMSD) including referral and curriculum design elements. Youth engaging in OFS's Legacy program earn a high school diploma upon program completion. This partnership is documented through an OFS and MMSD MOA for the provision of education and vocational education to youth within the MMSD. All services will be provided through a self-paced, individualized, scaffolded curriculum framework called Gateways.

OFS is an active member in the Dane County Employment and Training Network for coordination of Job Center services including the provision of SNAP, TANF and vocational rehabilitation services. This provides a forum for management coordination of services and benefits.

For over 20 years, OFS has partnered with YouthBuild/AmeriCorps programs address the shortage of affordable housing in low-income communities while simultaneously addressing another community need—that of out-of-school, low-income young people without high school credentials or job skills.

The Operation Fresh Start/The Corps Network partnership offers participants the opportunity for firsthand conservation training to help maintain and enhance the natural environment, while developing the skills necessary to become an active leader in the community. Program participants work on projects in public parks and green spaces around Dane County, Wisconsin. Experience on the crew gives participants a strong foundation for pursuit of conservation-based employment.

- b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

OFS has long-standing partnerships with education, employment, and apprenticeship organizations. Each partner is involved in program development, implementation, and operation of the program. Industry Partners identify employment opportunities and assist in defining qualifications for initial apprenticeship as well as skill levels for journey level accreditation. They assist in both training and placement. Trade Unions assist in referrals into the program, curriculum development, and implementation. They provide participants tours of union training centers and engages union members in OSHA training provided at OFS and on-the-job training and shadows with journey level employees on commercial construction and conservation sites.

Findorff & Son and Westphal are committed to diversifying their significant workforces. They will refer job applicants who are not ready for employment, provide both training/work sites for supervised participants and journey level instruction for participants engaged in job shadowing.

Carpenters Training Institute provides in-kind safety training for program participants leading to OSHA-10 and fall prevention certification which will strengthen participants' resumes and safe work.

Cap City Trees, Building and Construction Trade Council, JP Cullen, WI Arborist Association, WI NECA-IBEW, Construction Workforce Diversity Alliance and Laborers Union each are long standing partners in workforce development, training, and employment in trades industries. They have consulted on curriculum development and provide on-going partnership in participant placement, program review, and continual improvement as part of this project.

The WI Bureau of Apprenticeship Standards provided initial review and approval to core curriculum Pre-Apprenticeship training and will continue this partnership through program review and coordination with registered apprenticeships.

Big Step is a regional organization providing connection to individuals entering union trades employment. They recruit and co-enroll participants through unions and high schools where they have a recruiting presence. They collaborate in instruction on workplace and union culture, career exploration, and trade specific training at union training hubs for electrical, carpentry, plumbing, and pipefitting.

Workforce Development Board of South-Central Wisconsin (WDBSCW) is a nonprofit organization that collaborates with businesses and workforce in Columbia, Dane, Dodge, Jefferson, Marquette, and Sauk counties. WDBSCW is the lead organization in America Job Center and WorkSmart Network in the region. They co-enroll Academy participants in WIOA Out of School program for the provision of additional resources. As experts in WIOA and other federal funding systems, they train and consult with OFS staff in applicable data management systems and reporting outcomes and activities for this program.

Each individual enrolled in OFS's Construction and Conservation Academies meets with WIOA case managers for assessment and enrollment in WIOA. The WDBSCW provides staff for enrollment and case management for WIOA programming not performed by OFS as well as data management within the WIOA system for these individuals. Through contract, WDBSCW funds a portion of the costs for participants to receive instruction in their chosen pre-apprenticeship and funding for a separate Resource Specialist positions at OFS so YB as well as other out of school youth may secure basic needs such as food, clothing shelter and at time mental health services to successfully move forward towards education and training.

OFS is an active member in the Dane County Employment and Training Network for coordination of Job Center services including the provision of SNAP, TANF and vocational rehabilitation services. This provides a forum for management coordination of services and benefits.

- c. Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

Low-Income Households:

Dane County Human Services, SNAP and Title IV Vocational Rehabilitation Partnerships: OFS is an active member in the Dane County Employment and Training Network for coordination of Job Center services including the provision of SNAP, TANF and vocational rehabilitation services. This provides a forum for management coordination of services and benefits.

OFS, SNAP (Foodshare) and employment exploration and training services share a cross referral relationship with OFS intake staff providing information to client services staff within each agency that is a Job Center partner. Specifically, for SNAP Employment and Training and WIOA eligible clients, the OFS Transitions staff provide key coordination of case management with case managers from these programs. When a young

person may qualify, vocational rehabilitation staff are also engaged in case management. Eligible youth are co-enrolled in SNAP and/or WIOA OSY and assigned a case manager from each of these programs.

Operation Fresh Start has cross referral and case management relationships with The Beacon, Porchlight and Briarpatch for emerging adults facing housing insecurity.

Women:

Operation Fresh Start partners with YWCA including a referral and case management relationship for young people interested in careers in IT industry. Although not exclusively women, a propensity of those that are victims of domestic abuse are women with those offenses perpetrated by men. OFS has partners with Domestic Abuse Intervention Services to provide housing and case management as needed for victims but also to come to Fresh Start and provide education to emerging adults about how to stop domestic abuse from happening. Rape Crises Center also provides education to participants about dating behavior and safety.

BIPOC:

The Urban League is a significant partner in training, recruitment and employment placement. But the partnership goes further. OFS Legacy Crews have completed two affordable homes that are part of the Urban League Black Home Ownership program and OFS Build Academy Crews will be part of building the new Black Business Hub.

The Latino Academy and Operation Fresh Start share similar missions that center education and training old young adults seeking self-sustaining employment. Latino Academy is currently partnering with OFS on Build Academy by providing outreach and connection within the Latino/Latina community, bilingual instruction when necessary, connection to Latino owned construction companies, and coordinated case management and assistance in placement and tracking placement.

OFS is a founding member of the Construction Workforce Diversity Alliance. works to increase and improve access, recruitment, training and retention of women and people of color in construction trade careers through state-approved apprenticeship programs. For this program CWDA will undertake a significant role in ensuring coordination between the Build Academy and the key partners in the field. On a quarterly basis, CWDA reviews metrics and information of the Build Academy, recommends opportunities for further partnerships, and coordination between the industry stakeholders and Operation Fresh Start Academies.

Immigrants:

The Latino Academy and Centro Hispano are the most significant partners in working with an immigrant population, providing cross referrals and coordination of services and case management.

LGBTQ+

Operation Fresh Start has a long-standing relationship with GSAFE which led to a former OFS participant becoming a full-time outreach employee with the organization. GSAFE regularly comes to OFS to provide information and opportunities for young people to connect with the organization and its services.

These are but a sampling of the many rich partnerships that Operation Fresh Start depends upon to assure wrap around culturally appropriate service leading to success for emerging adults we serve.

2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

Quality innovative partnerships are built upon long standing relationships and significant engagement and partners included in this proposal have been engaging with Operation Fresh Start in this work for many years. As OFS prepared to move into its new 37,000 sf education and training center two years ago, OFS engaged program partners and most importantly young people in the community to help identify the barriers, gaps in programming, and opportunities in developing a Roadmap for Opportunity Youth.

The Dane County Roadmap for Opportunity Youth was completed a year before COVID as OFS was moving into the new facility. This robust environmental scan, funded by the Hovde Foundation and completed by Wood Communication, engaged over 100 older youth through focus groups as well as thirty business and community leaders to identify community needs and opportunities for emerging adults. The partner organizations in this grant were integral voices in development of the Roadmap.

Partnerships for this project were developed based on the various partners' abilities to add value as well as their capacity for this work. Each partner is bringing additional resources to the project and receiving grant funds only for staff positions implementing the Academies.

Findorff & Son, Westphal Electric, Cap City Trees, Big Step, Construction Workforce Alliance, Building and Construction Trade Council, and Wisconsin Arborist Association were instrumental in developing the Pre-Apprenticeship Certification curriculum which is the core curriculum for Build Academy. This work was done with the support and engagement of State of Wisconsin Bureau of Apprenticeships, the regional Workforce Development Board of South-Central Wisconsin, and Madison College Apprenticeship program staff.

Each partner has entered into a contract for services (see attached) specifying staffing, activities, and outcomes for each partnership. Contracts will have built-in annual review schedules. All contracts include dissolution clauses for OFS to end contracts with thirty-day notice. Contracts also include partner responsibility for adequate insurance coverage, anti-harassment, and whistle blower policies. Each will have quarterly review meetings to discuss program and partnership design, outputs and outcomes.

Partners providing matching funding or in-kind services have an existing contracted partnership with OFS and/or a history as a programmatic partnership and support. Terms of these partnerships within this grant are documented with a Memo of Understanding and/or adjustments to current contracted relationships.

Big Step is a Southeast and Southcentral Wisconsin organization providing intermediary connection to individuals entering union trades employment. Their role in this grant will be to recruit and co-enroll participants through trades unions and high schools where Big Step has a significant recruiting presence. Big Step will also collaborate in instruction on workplace and union culture, career exploration, and trade specific training at union training hubs for electrical, carpentry, plumbing, and pipefitting.

Workforce Development Board of South-Central Wisconsin (WDBSCW) and Bureau of Apprenticeship Standards is a private, 501(c)(3) nonprofit organization that collaborates with business and workforce in the Wisconsin counties of Columbia, Dane, Dodge, Jefferson, Marquette, and Sauk. WDBSCW is the lead organization in America Job Center and WorkSmart Network in the region. As part of this project, when applicable, WDBSCW will co-enroll Build Academy participants in WIOA Out of School program for the provision of additional resources. Participants will also be enrolled through the Bureau of Apprenticeship standards and achieve a Pre-Apprenticeship Certification as the training curriculum used is an approved pre-apprenticeship training program.

Urban League and Latino Academy are pre-emanant workforce training organizations that maintain a focus on specific ethnicities and cultures. Urban League's mission is to ensure that African Americans and other community members are educated, employed, empowered to live well, advance professionally, and contribute to the common good in the 21st Century. The Latino Academy, through its English as a Second Language and career specific training

in transportation careers has transformed the lives of thousands of Latinos. Both organizations will assist through curriculum review, recruitment of participants of color and connection with those communities, coordinated enrollment, case management, and job placement when applicable.

City of Madison Engineering Department: In addition to a fee for service agreement for Conservation Academy participants to gain experience through working on City lands, City of Madison Parks and Engineering have developed pathways which recognize as preferred qualifications the completion of OFS Conservation Academy in their hiring processes.

In addition to these partnerships, the Academies will engage three key organizations in convening input from the industry and unions. Wisconsin Arborists Association, Building and Construction Trade Council, and Construction Workforce Diversity Alliance will review Academy activities and outcomes quarterly.

Program Design

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

OFS Build and Conservation Academies will serve 30 emerging adults per year. Programming is 32 hours/week for a duration of 3 to 6 months as a young person completes the competency- based curriculum. Each young person will earn a \$15/hour wage while engaging in programming so they can afford basic living expense including housing, food, and clothes while focusing on their future career. Through a two-tiered competency-based curriculum Academy programming will develop skills and competencies as well as facilitate transition and retention into trades employment.

Tier 1: First, participants consult with Resource Specialist to develop an attendance plan that includes connection with community resources to overcome obstacles such as childcare, transportation, housing, and mental/physical health. Instruction includes First Aid/CPR certification, OSHA 10 certification, trades math, and tool safety. Participants spend 3 weeks in classroom & lab and 6 weeks practicing skills on training sites. Also, 2 weeks spent exploring specific trades at a union training center. An anticipated 75% of participants will enroll without a driver's license which is needed for most employment in the trades. Participants will co-enroll in separately funded OFS Drive program which includes classroom and behind the wheel lessons.

Tier 2: Construction participants will complete industry recognized pre-apprenticeship curriculum including: power/hand tool use, ladder/scaffolding safety, construction materials, and workplace roles/responsibilities. If focused on attaining union positions, Big Step will provide instruction in union history, membership expectations, and apprenticeship process for them to earn MC3 certification for advanced placement in union apprenticeship programs.

Conservation participants will complete pre-apprenticeship certification while honing skills in sawyer, trail building, controlled burns, and land management, as well as attain certifications including FISTA chainsaw, Pesticide Applicator 6.0, wildland fire, and FEMA Safety Training.

Participants will complete the program in 2 to 8 months based upon entry skills. As participants demonstrate skills and proficiency for employment transition, a week-long job shadow with a journey level trades practitioner will commence. Placement is a coordinated effort between employer and as needed, union, to provide transition with no gap in work or income. To assure retention, OFS staff will mentor participants for at least 1 year following

placement; this is essential to good programming with young adults, and directly aligns with a key strategy of the MadREP Advance NOW CEDS to leverage best practices for growing the region's talent base.

OFS's experience in this program is serving emerging adults (95% of participants currently living in poverty) who are most at need in the region. OFS anticipates participant demographics of 50% African-American, 25% Latinx, 15% White, 10% mixed race or other in Academy programming. This program includes strategic partnerships with Urban League and Latino Academy for connection, recruitment and program evaluation in Black and Latino communities.

2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.

Over several decades of work in the community, OFS has developed strong relationships with community entities, employers, and organizations who act as a referral pipeline. Central to Academy programming is the robust referral network built through existing partners.

Both Urban League of Greater Madison and Latino Academy assist through referrals and recruitment of participants of color, community engagement, coordinated enrollment, case management, and job placement when applicable.

Big Step will recruit and co-enroll participants through unions and high schools where they have a recruiting presence. They collaborate in instruction on workplace and union culture, career exploration, and trade specific training at union training hubs for electrical, carpentry, plumbing, and pipefitting.

OFS proactively engages older youth in the community through a variety of programs including Drive, Legacy, Drive to Succeed, and CareerScape. These program participants provide a ready referral source into this next step career specific training.

OFS also relies on long-term referral relationships with WI Department of Corrections, neighborhood-based police officers, and Dane County Department of Human Services (DCDHS), the primary local agency supervising delinquent youth. Operation Fresh Start has significant partnerships with Memo of Understanding in place with local school districts for referrals of young people at risk of not graduating. Within this network, OFS is known as the organization for youth who need immediate and extensive realignment of priorities in order to achieve success. OFS outreaches into low-income neighborhoods throughout the service area by contact with social workers in DCHS' Joining Forces for Families (JFF) offices. These offices refer young women, parents with children, and those receiving public assistance, as well as those whose first language is not English.

Lastly, and most importantly, many come to us through word of mouth. With 50+ years history of transforming lives, the network of people touched by Operation Fresh Start is large; siblings, aunts and uncles who have succeeded, thanks to Operation Fresh Start, are some of the strongest ambassadors for OFS programming.

3. Describe how your program includes input or suggestions from target population served in your program design and operation.

The Build and Conservation Academies were born out of participant input. Throughout the Strive program (the City of Madison-funded precursor to the Build Academy) staff engaged participants and recent program completers in an exit interview process to assess their program experience. The feedback revealed the programming needed to be deeper, broader, and provide an income for young people to participate. OFS staff also elicited feedback from employers in the construction and land management industries, which concurred with the information from the program participants.

OFS staff used this information to evolve Strive into a program with greater depth, pre-apprenticeship training, co-enrollment in OFS Drive program where applicable, and a competency-based curriculum allowing young people entering at different levels of experience to complete programming with the necessary skills and abilities.

OFS continues to engage young adults completing programs in exit surveys and uses their feedback to continue to hone programming. OFS is experienced at providing this age group a path to self-sufficiency through employment training in the trades and is always listening to the young people and learning how programming can better address their needs and the needs of the community OFS serves.

Theory of Change & Logic Model

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:
 - a. Past service outcomes and other accomplishments that validate your approach.
 - b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.
 - c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.

OFS has been built on the theory that the development of relationships with caring adults and mentors can reduce and reverse those negative outcomes. "The [bond] theory posits that offending behavior is caused by weakened or broken social bonds with law-abiding people and institutions. Social bonds consist of four elements (attachment, commitment, involvement, and belief) and the presence of each element facilitates law-abiding behavior." (The Encyclopedia of Criminology and Criminal Justice).

Building upon this basic theory of change OFS engages young people in developmental relationships following processes that have documented success by The Search Institute. The Developmental Relationship service model includes five elements: express care, challenge growth, provide support, share power and expand possibilities. Each interaction with a program participant is focused on one of these aspects, using the bond to speed the young person's brain development and prepare them for adult decision making and interactions.

By presenting career options and offering paths into careers, OFS is eliminating barriers for the young adult age group struggling to access employment opportunities. For young people who are in this position, out of school and unsure of what to do with their lives, they are left vulnerable to dead-end employment that can lead to a continued cycle of poverty and other negative outcomes.

The Build and Conservation Academy build upon the successful programming philosophy of the fifty-year-old successful OFS Legacy program. OFS's Legacy program, focuses on job training, mentoring, and skills building, also functions as a community violence intervention. Although much more career specific in focus the Build and Conservation Academies maintain a focus on emerging adults' personal growth and change as they prepare to achieve their personal goals. Additionally, participants who lack a driver's license is co-enrolled in the Drive program, which works with them to earn a driver's license, which is the second most commonly required credential for employment (a high school diploma being the first). The primary goals of this program are to provide the education training the young person needs to find sustainable employment that can put them on the path to self-sufficiency.

OFS continues to evolve programming and introduce new programs that will allow the organization to reach more young adults in need. In 2020, Operation Fresh Start implemented the Drive to Succeed program which offers

mentoring, educational support, and driver's license attainment to youth who have been involved in the justice system. In partnership with Just Dane, participants in the program are given a mentor who meets with them every two weeks.

An inherent part of OFS programming is young adult voice through a Youth Council, a proven evidence-based process honed by YouthBuild organizations over the last thirty years.

OFS is a core partner in Dane County Public Health's Violence Prevention Roadmap effort that takes a public health approach to violence prevention. The newly formed Violence Prevention Unit's guiding principles are to approach violence prevention with consideration for and incorporation of health, racial, gender, and economic equity, through incorporating voices of those with lived violence experiences, addressing shared risk and protective factors that cross multiple forms of violence, and supporting efforts that create impact and long-term change. OFS Executive Director is a lead member of the Youth, and Families Work Group. As a collaborative community partner, in 2022 OFS will address violence prevention, with a focus on gun violence, through a series of conversations lead by Public Health professionals with OFS participants.

2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

Operation Fresh Start has been a partner organization with the Workforce Development Board of South-Central Wisconsin (WDBSCW) for over twenty years. OFS is a member organization in the Dane County Job Center, a provider of WIOA Out of School services, and actively engages emerging adults in Job Center and Food Share Education and Training programming. In addition, The WDBSCW funds an OFS Resource Specialist position to assist eligible WIOA out of school youth in overcoming housing, child-care, food, AODA, health and mental health services. OFS staff actively engage the Asset Case Management System for case management.

On a national level, Operation Fresh Start is a Department of Labor-funded YouthBuild organization providing education and training for young adults to complete high school and transition successfully into post-secondary education or employment.

Operation Fresh Start is the regional organization singularly focused on needs and potential of impoverished older youth in the community. OFS has contractual relationships or MOU's with Madison College, Madison Metropolitan School District, WI Adult and Juvenile Corrections, Dane County Department of Human Services, and the City of Madison that facilitate information sharing, coordinated case management, and wraparound care.

Operation Fresh Start has participated with WDBSCW and MadREP in the developing regional economic development plans. In addition, OFS engaged workforce development, government, education, and corrections organizations to develop the Roadmap for Opportunity Youth.

In 2022, Dane County funded OFS to convene stakeholders to develop a plan for a local Civilian Climate Corps that to engage young people in training for trades positions in a green economy.

Success Story 1:

Aureia C. (OFS Strive & Build Academy alumna) was recently hired as a union painter with Schmelzer Paint Co.

A year ago, Aureia earned her driver's license through the OFS Drive Program. A license is one of the requirements to become a union painter. The next task was passing the apprenticeship test.

Aureia didn't pass the first go around, but stayed connected with OFS. She left the Strive program to have her baby and returned to continue developing her skills through the Build Academy. She took the apprenticeship test again and passed the reading portion but not math. But that did not stop her from working towards her goal. Aureia was determined. She continued on the path she set for herself, passed the apprenticeship test and started working for Schmelzer in June.

"When I first met Aureia, she mentioned she wanted to provide for her family, raise her children in a house that she bought, take them on vacations and save for their futures," says OFS Program Manager Jasmine Banks. "With her determination and grit, I have no doubt that she will."

Success Story 2:

Through the Build Academy, Caden L. has gained skills in both residential and commercial construction.

Recently, he spent 90 days training side-by-side journeyman carpenters with Findorff on the One City Schools K-12 charter school in Monona. He has gained a list of certifications, including: OSHA 10 safety, high lift operator, CPR/First Aid, Pre-Apprenticeship certification. He also earned his driver's license and passed his apprenticeship test for the carpenter's union.

"The growth he's gone through in this program is exactly what we want," says Steve Gardner, OFS Build Academy Manager. "Caden improved his attitude, attendance and communication skills during this program. He's a reliable young adult."

Before Build Academy, Caden earned his high school diploma and construction skills through the OFS Legacy program.

"I was so introverted when I first came to OFS," says Caden. "But working with a crew was really fun and the supervisors really cared."

In June 2022, Caden was hired by JP Cullen as a carpenter apprentice.

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services. As Build and Conservation Academies alum embark on their careers after completing the program, OFS continues to mentor and track progress. Having finished the training and then developing real job experience, program completers know firsthand which parts of the program set them up for success and which parts can be improved. This feedback loop is vital to the long-term sustainability of the program.

OFS operates within a Total Quality Management philosophy where the organization continually uses data to determine organization efficacy and adjust programmatic, financial management, and community engagement activities to improve outcomes. OFS analyzes additional information to determine opportunities to improve outcomes including member interviews and progress reports, member demographics, grantor reviews and recommendations, and service project satisfaction surveys. OFS has also engaged over 30 community stakeholders in strategic planning to ascertain community perspective and inform the continual improvement of OFS.

OFS's Strategic Plan for 2021-25 is focused on:

- Impact: Increase opportunities for youth through program improvement, growth, and diversification.
- Operational Excellence: Assure high quality, sustainable programs, services, and staff make use of community resources and partnerships to meet members' needs.
- Resiliency: Assure the ability to sustain programming and engage the community in the organization's mission.
- Community Engagement: Proactively engage the community to produce positive results for both youth and the community.

Each year OFS produces a Strategic Planning Benchmark Report conveying progress in achieving strategic plan initiatives and identifying areas for continual growth and improvement.

OFS extends the engagement and feedback period well beyond program completion. OFS Transitions Coordinator contacts member/alumni quarterly for one year and updates the OFS database with their status. During the 12-month follow-up period, staff follows the progress of graduates through consistent contact and meetings with them, their employers, and/or college personnel. Transition Coordinators initiate regular communication with employers and college personnel to encourage open communication of graduates' performance and engage in problem-solving, if necessary.

Additionally, OFS is in the early stages of beginning a longitudinal study to assess historical impact, measure long-term success, and identify ways in which positive outcomes for participants can be increased. This study will leverage the voices and experiences of current and past participants as part of this study and assessment.

Budget - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.



Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: cddapplications@cityofmadison.com

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

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

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. **Do not attempt to unlock or alter this form.** Font should be no less than 11 pt.

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

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

Legal Name of Organization:	Operation Fresh Start	Total Amount Requested:	\$ 144,000
Program Name:	CareerPoint		
Program or Activity are you Applying for:	☐ Youth Employment Services (ages 14-21) ☐ Youth Employment & Training ☐ Wanda Fullmore Youth Internship Program ☒ Young Adult Employment Services (ages 18-26) ☐ Adult Employment Services (18+)		
Contact Person:	Brian Polak	Email:	bpolak@operationfreshstart.org
Full Address:	2670 Milwaukee St., Madison, WI 53704	Telephone:	608-244-4721
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (if applicable)	

Organizational Qualifications:

1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

Throughout its 52-year history, Operation Fresh Start has empowered more than 8,000 emerging adults ages 16-24 to overcome barriers, making higher education and a family-sustaining career more accessible. Through OFS's core program, Legacy, young adults gain hands-on experience working on construction and conservation job sites while they simultaneously earn their high school diploma and driver's license. As participants approach completion of the Legacy program, Transitions Coordinators work with them to find employment. Last year, 81% of Legacy participants earned their high school diploma and 75% of participants were placed in a job within 30 days of graduating.

Historically centered around construction, OFS has evolved programming in recent years to include conservation and healthcare training. This year, in recognition of the need for more rigorous training in real job situations to prepare young people for success, OFS launched Build Academy and Conservation Academy. Designed for high school graduates seeking to begin careers in the construction trades or conservation, the Academies give young adults the ability to earn while they learn. Participants are paid a starting wage of \$15/hour while they train alongside industry professionals and earn resume-building certifications. CareerPoint is part of this continued evolution.

Even before the pandemic there were more than 4,000 Dane County young adults living in poverty and disconnected from education or self-sufficiency through employment. Because not every young person is right for construction or conservation work, OFS is launching CareerPoint: a professional internship/career training program that will give young people access careers often made available only to their peers pursuing post-secondary education.

Young adults are struggling to gain a foothold as the economy improves from the 2020 downswing. Young workers' unemployment rates jumped from 8.4% to 24.4% from spring 2019 to spring 2020. Current rates, according to the Bureau of Labor Statistics, show the 10.6% unemployment rate for young workers more than double the overall unemployment rate of 3.6% nationally. High unemployment for this age group results in negative long-term impacts.

The young adult age group is in the most important transition period they will go through, and each year thousands have no help or resources from mentors or trusting adults. Two-thirds of high school graduates go on to post-secondary education either full or part-time. They receive a soft hand-off from high school guidance counselors and teachers to college administrators and professors, aiding them through the crucial transition into adulthood. The one-third of high school graduates who do not pursue college are left on their own to figure out how to take those next steps without a net. These are more likely to be young adults who have experienced poverty, homelessness, and trauma.

OFS has a proven track record of providing the resources and mentorship needed for young adults to overcome poverty, homelessness and trauma. OFS programming is built upon a research-based developmental relationships model and is focused on building transformative relationships with trauma-informed care. Through a strength-based relationship with caring mentors, young people can overcome childhood poverty and trauma to achieve success. OFS will utilize this same blueprint, prioritizing developmental relationships and trauma-informed care in CareerPoint programming.

Operation Fresh Start believes every young person deserves to live a healthy, happy, and self-sufficient life. OFS provides a pathway to success – providing education, mentoring, and employment training to young people transitioning into adulthood.

2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.

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

OFS programming is built upon the researched based developmental relationships model (Search Institute) specific to the needs of emerging adults, which differ from those of younger youth or the adult population. Through a strength-based relationship with caring adults, young people can overcome childhood poverty and trauma to achieve success. These relationships are developed by program managers, teachers, and supervisors who have extensive ongoing training in developmental relationships, trauma-informed care, older youth brain development, equitable programming and cultural competency. OFS management has engaged in a series of diversity, equity, and inclusion trainings during the last year with the goal to learn and share new/best practices staff wide. Programming is delivered by a diverse staff, bilingual in Spanish and Hmong.

Over the 52 years since its founding, OFS serves a diverse community of participants on a path toward self-sufficiency. Last year, 76% of participants identified as Black, Indigenous, and people of color, and 80% come from families living below the poverty line.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

OFS has over 50 years of experience providing direct services to young adults in the City of Madison and Dane County. OFS has realigned hiring practices around composite skills necessary to be successful in the job rather than calling for higher education and degree requirements. This allows OFS to broaden the pool to include qualified applicants who may previously have been left out of employment searches due to lack of formal degrees. Hiring panels include young adult program participants asking questions and acting out scenarios to determine a candidate's ability to connect with the population that OFS serves. This also provides participants an understanding of how hiring processes work from the other side of the table.

OFS is governed by a cross-cultural Board of Directors with experience in youth programming, finances, accounting, and leadership in the Dane County philanthropic and business communities. Board President Erica Nelson has been the lead staff person for Kids Forward's Race to Equity project, which builds off years' worth of existing research on racial disparities to identify effective and comprehensive solutions. OFS has successful experience in administering federal YouthBuild DOL grants, AmeriCorps grants, a partnership role in the administration of WIOA Workforce Development Board funding, Food Share 50/50 funding, as well as state and local programmatic grants.

OFS was highlighted in the U.S. Department of Labor-funded white paper "DOL YouthBuild Registered Apprenticeship Toolkit" and is a chosen partner, with MOU documentation, for seven local school districts and the local technical college.

As stated, OFS programming is built upon the researched-based developmental relationships model. Through a strength-based relationship with caring adults, young people can overcome childhood poverty and trauma to achieve

success. These relationships are developed by program managers, teachers, and supervisors who have participated in multi-day cultural competency training and have extensive on-going training in developmental relationships, trauma informed care, older youth brain development, equitable programming and cultural competency. OFS management has engaged in a series of diversity, equity, and Inclusion trainings during the last year with the goal to learn and share new/best practices staff wide.

In 2021 OFS's Equity Learning Committee was launched as part of the current five-year strategic plan goal to invest in developing a learning community dedicated to continuous improvement of organization equity. This work is being led by OFS Board Member Beverly Hutcheson (Manager of Diversity and Inclusion for the University of Wisconsin School of Medicine and Public Health).

OFS fosters a culture of continuous learning. Through annual performance reviews and mid-year achievement check-ins, OFS collaborates with staff to identify training and upskilling opportunities for each staff to reach their professional goals that align with our mission. This becomes an individual employee development plan as part of the review process.

Partnerships, Collaboration & Coordination

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.

- a. Organizations and groups that work with youth, young adults and/or adults.

OFS has a longstanding agreement with Madison Metropolitan School District (MMSD) including referral and curriculum design elements that allows youth engaging in OFS's Legacy program to earn a MMSD-sanctioned high school diploma upon program completion. This partnership is documented through an OFS and MMSD MOA for the provision of education and vocational education to youth within MMSD. MMSD is dedicated to establishing a warm hand-off referral system for seniors directly into the CareerPoint program.

OFS was a lead organization in the development of the Youth Employee Network and continues to take a leadership role in bringing organizations focused on youth employment together to learn, collaborate and coordinate services. Included with each OFS proposal are letters from Briarpatch Youth Services and Goodman Community Center, two of the largest youth employment and education providers in Dane County.

Also important are national partnerships in which OFS is engaged. For over 20 years, OFS has partnered with YouthBuild USA, an organization dedicated to youth development while addressing shortages of affordable housing in low-income communities. This provides the opportunity to bring the latest information, research, and funding from a national level to impact emerging adults locally and includes OFS in a community of over 100 like-minded organizations dedicated to the needs of out-of-school, low-income young people without high school credentials and/or job skills.

Operation Fresh Start is a member/partner with The Corps Network which offers participants the opportunity for firsthand conservation training to help maintain and enhance the natural environment while developing the skills necessary to become an active leader in the community. Program participants work on projects in public parks, green spaces and neighborhoods around Dane County, Wisconsin. Experience on the crew gives participants a strong foundation for pursuit of conservation-based employment.

- b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

OFS has long-standing partnerships with education, employment, and apprenticeship organizations. Each partner is involved in program development, implementation, and operation of the program. Industry

partners identify employment opportunities and assist in defining qualifications for initial apprenticeship as well as skill levels for journey level accreditation. They assist in both training and placement. Trade unions assist in referrals into the program, curriculum development, and implementation. They provide participants tours of union training centers, and engage union members in OSHA training provided at OFS. Trade unions also provide OFS participants on-the-job training and job shadows with journey-level employees on commercial construction and conservation sites.

OFS and Madison College have a longstanding partnership articulated through an MOU.

OFS has a contractual partnership with the Workforce Development Board of South-Central Wisconsin and the Dane County American Job Center. The contractual partnership includes case management services for youth engaging at the job center, as well as specific provision of pre-apprenticeship training for disconnected opportunity youth. OFS provides resources to the job center as a member organization to provide for the provision of wraparound services within the system. Youth are guided through the American Job Center's online Career Cruising program, which moves them through interest and aptitude assessments to local labor market information and connects to locally-available online job offerings.

- c. Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

Low-Income Households:

OFS is an active member in the Dane County Employment and Training Network for coordination of Job Center services including the provision of SNAP, TANF and vocational rehabilitation services. This provides a forum for management coordination of services and benefits.

OFS, SNAP (Foodshare), and employment exploration and training services share a cross referral relationship with intake staff, providing information to client services staff within each agency that is a Job Center partner. Specifically, for SNAP Employment and Training and WIOA-eligible clients, the OFS Transitions staff provide key coordination of case management for these programs. When a young person may qualify, vocational rehabilitation staff are also engaged in case management. Eligible youth are co-enrolled in SNAP and/or WIOA OSY and assigned a case manager from each of these programs.

Operation Fresh Start has cross-referral and case management relationships with The Beacon, Porchlight, and Briarpatch for emerging adults facing housing insecurity.

Women:

Operation Fresh Start partners with YWCA, including a referral and case management relationship for young people interested in careers in IT industry. OFS partners with Domestic Abuse Intervention Services to provide housing and case management as-needed for victims, but also to come to OFS and provide education to emerging adults about how to stop domestic abuse from happening. The Rape Crisis Center also provides education to participants about dating behavior and safety.

BIPOC:

The Urban League is a significant partner in training, recruitment and employment placement. But the partnership goes further: OFS Legacy Crews have completed two affordable homes that are part of the Urban League's Black Home Ownership program and OFS Build Academy crews will be part of building the new Black Business Hub.

The Latino Academy of Workforce Development and Operation Fresh Start share similar missions that center on education and training young adults seeking self-sustaining employment. Latino Academy is currently

partnering with OFS through Build Academy, providing outreach and connection within the Latino community, bilingual instruction when necessary and connection to Latino-owned construction companies. They also assist in coordinated case management, job placement and career retention/tracking.

Immigrants:

The Latino Academy and Centro Hispano are the most significant partners in working with an immigrant population, providing cross referrals and coordination of services and case management.

LGBTQ+

Operation Fresh Start has a long-standing relationship with GSAFE. GSAFE regularly comes to OFS to provide information and opportunities for young people to connect with the organization and its services.

These are just a small handful of the many rich partnerships that Operation Fresh Start depends upon to assure wraparound and culturally-appropriate services leading to success for young adults we serve.

2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

Quality, innovative partnerships are built upon long-standing relationships and significant engagement. Partners included in this proposal have been engaging with Operation Fresh Start in this work for many years. Through the creation of CareerPoint, this collaboration is continuing and deepening ongoing partnerships with Urban League of Greater Madison and UW Health. Operation Fresh Start, as a recognized expert in career development for young adults, will provide wraparound services and general employment-readiness training. These partner organizations will focus on career-specific training and the transition into full-time employment placements. Jointly, organizations will assure employment retention through a mentorship and problem-solving approach.

These CareerPoint partnerships are holistic and interconnected from the beginning to end of a program participant's term. The partnerships engage two different approaches to transitioning young people into career employment positions.

The specific details of these partnerships are built around the strengths and missions of each organization.

URBAN LEAGUE OF GREATER MADISON

Urban League Accelerated Career Academies are a proven successful path for many impoverished people seeking employment. Historically, the Urban League has not found the same success in attracting young adults. This premier programming begins with a relationship with a Dane County employer to build a career-specific pre-employment curriculum. CareerPoint will wrap additional recruitment and services around career academies and expand the number of slots in those training partnerships of the greatest interest to emerging adults.

Current academies include finance, molecular diagnostics, healthcare administration, K-12 paraeducator and elementary teacher training, and pathways to become a certified nursing assistant and earn a commercial driver's license (through a partnership with the Latino Academy for Workforce Development).

Separate from these academies, the Urban League, Operation Fresh Start, and the Latino Academy of Workforce Development also collaborate on various construction trades programs.

Employer engagement is a key component of each program. Urban League's network of employer partners help with program and curriculum design, assist with applicant screening, and provide in-kind instructors. Some of Urban League's many key partners include Exact Sciences, UW Health, SSM Health, BMO Harris Bank, multiple area school

districts, Agrace Hospice, and many others. Because of deep engagement with Urban League employer partners, participants are often quickly hired into good-paying positions.

All participants receive extensive one-on-one coaching during training, throughout the job search process, and for at least one year after they complete training. Urban League works closely with OFS on a shared case management approach, leveraging their expertise meeting the unique needs of young adults and Urban League's longstanding competency and trust serving the Black community. Urban League also has extensive experience on collaborative case management through experience as part of the regional FSET consortium and, in the past, as part of the WorkSmart system.

Participants also have access to a wide array of supportive services. Participation in Urban League programs can fulfill FoodShare employment requirements. As part of the United Way HIRE initiative, participants have access to other supports such as housing assistance, microloans, childcare subsidies, free legal expungement assistance, fatherhood development programming, assistance with the child support system, and more.

OFS and Urban League will collaborate on marketing and recruitment initiatives, case management, job placement, and post-placement follow-up in order to ensure successful, long term outcomes for program participants.

UW HEALTH

UW Health is Dane County's largest private employer. Through a partnership with UW Health's Career Pathways Program, CareerPoint will engage young people in apprenticeships. As UW Health employees, participants will engage in a mix of work and training, leading to industry-recognized certifications and career positions within UW Health.

UW Health will help supply workers in one of the fastest growing industries in the country. Employment in healthcare occupations is projected to grow 16 percent from 2020 to 2030, much faster than the average for all occupations, adding about 2.6 million new jobs (Bureau of Labor Statistics). UW Health is committed to cultivating an interest in a healthcare career, as well as educating and training healthcare's future workforce through a variety of programs and educational opportunities. UW Health's Career Pathways Program is proactively working to address projected workforce shortages, build internal and external pathways for specific healthcare careers, and build a more diverse UW Health workforce. This partnership will create pathways for area young people into healthcare careers that will give them room to grow and develop professionally.

As part of CareerPoint, UW Health is collaborating with OFS to offer several apprenticeship programs for participants, including:

- Certified Nursing Assistant (6-10 weeks), results in opportunity to attain state certification for CNA
- Phlebotomy (3-4 months), results in opportunity to attain certification for Phlebotomy
- Pharmacy Tech (6 months), results in opportunity to attain certification for RPhT
- Medical Assistant (11 months), results in opportunity to attain certification for CCMA

Participants in these UW Health Career Pathways tracks are hired as full-time employees at the start of the programs, are paid a minimum of \$17/hour and accrue full-time employment benefits, which include health and dental insurance, paid leave, and disability insurance. Although the duration varies from track-to-track, each program culminates with the opportunity to sit for a corresponding certification exam and placement into an open position in the area that the participant is qualified for, based on the credential attained. Currently UW Health has over 1700 job openings, including approximately 350 openings within the areas that the programs are preparing participants to work within.

Program Design

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

CAREERPOINT PROGRAM DESIGN

CareerPoint program design is inspired by the critically acclaimed "Year Up," a tuition free training program that offers access to major companies throughout the United States. CareerPoint is built in partnership with local training providers and employers as a bridge for young people into high-demand industries. In addition to internships with program partners, a participant in this program will learn general employability skills and upon completion of the initial term, will continue to be supported for at least one year as they transition into their career.

CAREERPOINT RECRUITING

OFS programs are fed through both internal and external pipelines, each with the ultimate goal of guiding young people into career-sustaining jobs. Every single OFS program is designed to either feed into another program or feed into career-sustaining employment. Participants in the OFS Legacy or Drive program can move into Build or Conservation Academies or will be able to transition into CareerPoint.

For emerging adults with a high school diploma, OFS offers CareerScope. CareerScope is career counseling through a developmental relationship lens. Although an immediate goal of program participants may be to find a job and pay immediate bills to retain housing or buy food, CareerScope also works with them to assess longer-term career goals. CareerPoint has emerged directly in response to previous CareerScope participant interest in the fields within this grant.

There is also a pipeline for program entry through Urban League and UW Health. Their interest in partnership in this program is through a recognition that their current programming for the young adult community is not achieving the success rate they would like to see. As such, younger adults who enter into their programming will be enrolled with CareerPoint to provide the necessary additional services and case management.

INDIVIDUAL ASSESSMENT PROCESS

A participant starts the program in conversation with a CareerPoint Coordinator. This process includes developing longer term career goals and determining how an initial career-specific CareerPoint training and placement program can fit with their long-term goals.

The next step for the CareerPoint Coordinator and potential participant is to determine program readiness. The young person learns about program expectations, including time requirements and any pre-requisites for the employment opportunity (including high school diploma or criminal history checks) to determine if this is the right program for the young person. The participant and CareerPoint Coordinator then meet with the training provider at UW Health or Urban League to fully understand the training opportunities and learn more about the potential job placements following the program. Together, the CareerPoint Coordinator and training provider determine if the potential participant is ready for the program or if there may be additional preparatory step required. If additional steps are required, the CareerPoint Coordinator works with the participant to complete those steps. Available internships through CareerPoint are then presented as options, and if an internship aligns with a participant's interests and goals, they are transitioned into the CareerPoint program. Once in the program, participants learn valuable and necessary job skills that will set them up for success in their internship/apprenticeship track.

CareerPoint staff, in collaboration with employment and training partners at Urban League and UW Health, will work with participants to assess the best program fit so that each young person will be put in a position to succeed in the

program. When the internship begins, a collaborative case management team (consisting of OFS and partner staff) will follow the participant's progress and provide any additional support the young person might need.

CareerPoint Numbers Served and Outcome Goals:

In the first year of programming, CareerPoint will engage 44 emerging adults. 80% will complete training and enter into employment with employer partner. Of those completing training and entering into employment related to training, 80% will retain that employment for at least six months. The program partnerships for employment, built through long-term relationships with Urban League Academies as well as UW Health, will provide career employment with wages averaging \$20/hour, including opportunities for health insurance and retirement benefits.

Programming will engage a young person for at least one year and be comprised of three distinct phases: 1. General Employability Capacity, 2. Career Specific Training, and 3. Hiring and Employment Retention in career-level employment. In each phase, OFS, the career-specific trainer, and employer will have specific activities and responsibilities:

Phase 1:

General Employability: Three weeks of 12 hours/week

Stipend: \$300 per participant upon completion.

Operation Fresh Start:

- Employment barriers identification and planning, including: housing, hygiene, clothes, childcare, transportation and plans to overcome. Each participant develops a personalized training and employment training plan which includes primary plan to overcome potential barriers as well as back up plans.
- Communications (written & spoken): Appropriate use of social media, phone and electronics in the workplace and outside of the workplace.
- Conflict resolution and self-advocacy: How to work through conflicts with customers, co-workers, and supervisors in workplaces. This will include how to take feedback, present a perspective or proposal to peers and/or manager, and the role of Human Resources in a workplace.
- Business tools usage: Instruction and etiquette for basic email, internet, video conferencing, phone and text communication.
- Navigating the workplace, including: instruction in time management, critical thinking, professional presentation, self-advocacy, punctuality, and resourcefulness.
- Workplace harassment and safety regulations: As emerging adults, most young people don't have knowledge or experience or understanding in these areas; being an employee at a workplace is very different from being a student at a school and failure to understand or comply can lead to immediate termination.
- Job seeking/interview and resume skills development: With an orientation towards specific training and employment partnership.

Training Partners:

Each training partner will refer appropriate applicants into CareerPoint for general employability services and participate in this stage to provide context and employer-specific information on business tools, workplace culture and an overview of training expectations.

UW Health, as both the employer and trainer, will also assess participants for readiness and provide pre-employment facilities tours.

Urban League will engage in individual participant readiness assessments and provide an overview of organization history and role in the community. Urban League will also provide training facility tours and an overview of specific training materials, expectations and an explanation of the employer's role in training.

UW Health and Urban League partner employers will provide trainers a complete understanding of positions available at end of training. Employers will also provide information on organization culture, locations, and transportation options. Finally, employers will engage young adults in a welcome session to answer workplace specific questions.

Phase 2

Career Specific Training:

The OFS CareerPoint Coordinator will attend training sessions, as applicable, to set tone and monitor participant progress. This position will engage in weekly case management with training provider to assess each individual participant's status and progress in training. They will also meet weekly with each participant to discuss the training process and make plans to overcome employment barriers.

Urban League, as a career-specific trainer, provides opportunities for young people to train for jobs with companies such as Exact Sciences, SSM Health, and CUNA Mutual Group Insurance. Through these training programs, participants will learn the specific skills necessary to succeed in these fields. For example, the long-standing Exact Sciences Academy includes: Microsoft Word, Excel, and Outlook training, time management, healthcare privacy, call center concepts, laboratory operating procedures, and personal protective equipment (PPE) procedures. The Accelerated Career Academies vary in length from three to seven weeks, and vary from 20 to 40 hours per week. As part of this program, participants will receive income support between \$200 and \$400.

UW Health's role in this collaboration is to provide several apprenticeship programs for participants, including:

- Certified Nursing Assistant (6-10 weeks), results in opportunity to attain state certification for CNA
- Phlebotomy (3-4 months), results in opportunity to attain certification for Phlebotomy
- Pharmacy Tech (6 months), results in opportunity to attain certification for RPhT
- Medical Assistant (11 months), results in opportunity to attain certification for CCMA

An additional eleven apprenticeship opportunities are in the planning phase at UW Health, with future plans to expand this partnership. Participants in these UW Health Career Pathways tracks are hired as full-time employees at the start of the programs, are paid a minimum of \$17/hour, and accrue full time employment benefits (health and dental insurance, paid leave, and disability insurance). Although the duration varies from track-to-track, each program culminates with the opportunity to sit for a corresponding certification exam and placement into an open position in the area that the participant is qualified for, based on the credential attained. Currently UW Health has over 1,700 job openings, including approximately 350 openings within the areas that the programs are preparing participants to work within.

If participants are unable to complete the pathway program, for any reason, they are offered alternative placement in other programs or an employment position with UW Health that does not require training or certification.

Phase 3

Employment and Retention:

As part of the participant case management team, Operation Fresh Start supports both the employer and participant through the transition phase from training to employment. Training partners will be heavily engaged in this phase

assisting participants through the hiring process and working with the employer to ensure a smooth transition for each emerging adult.

The employers will provide a coordinated system for application and onboarding, as well as engaging in case management. They will also provide vital feedback to trainers and OFS, and work to continually hone curriculum and programming to improve the training process. When applicable, the employers will work with training partners and OFS to train mentors and supply paid time for mentorship within the employment setting.

2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.

OFS proactively engages older youth in the community through the Options program, which assists young adults who have not completed high school with finding ways to earn a diploma or GED/HSED. Working off a list of students who did not graduate with their cohort provided by the school district, the Options Coordinator helps participants identify their options, assists with enrollment, and continues to provide support while enrolled in high school completion programs.

In addition to the Options Coordinator, the Outreach Specialist initiates outreach and recruitment activities in the community. They focus on individuals who previously applied but did not follow through, individuals who were referred but did not apply, and develops relationships with neighborhood groups to further amplify the opportunities OFS provides.

Additionally, OFS's CareerScape Counseling program engages with young people in the City of Madison and throughout Dane County to help them realize their career goals. For young people who express an interest in construction trades or conservation work, Build Academy and Conservation Academy are presented as options for them.

The young adults who Operation Fresh Start serves learn of the programs in a number of additional ways; many of them are referred to OFS from school counselors, corrections officers, and other adults in their lives who have worked hard to help them succeed.

OFS also relies on long-term referral relationships with WI Department of Corrections, neighborhood-based police officers, and Dane County Department of Human Services (DCDHS), the primary local agency supervising delinquent youth. Operation Fresh Start has significant partnerships with Memo of Understanding in place with local school districts for referrals of young people at risk of not graduating. Within this network, OFS is known as the organization for youth who need immediate and extensive realignment of priorities in order to achieve success. OFS outreaches into low-income neighborhoods throughout the service area by contact with social workers in DCHS's Joining Forces for Families (JFF) offices. These offices refer young women, parents with children, and those receiving public assistance, as well as those whose first language is not English.

Lastly, and most importantly, many come to OFS through word of mouth. With 50+ years history of transforming lives, the network of people touched by Operation Fresh Start is large; siblings, aunts and uncles who have succeeded, thanks to Operation Fresh Start, are some of the strongest ambassadors for OFS programming.

3. Describe how your program includes input or suggestions from target population served in your program design and operation.

As OFS prepared to move into its new 37,000 sf education and training center two years ago, OFS engaged all subrecipients and most of the current grant partners as well as young people in the community to help identify the barriers, gaps in programming, and opportunities in developing a Roadmap for Opportunity Youth.

The Dane County Roadmap for Opportunity Youth was completed a year before COVID as OFS was moving into the new facility. At the heart of this robust environmental scan, funded by the Hovde Foundation and completed by Wood Communication, was engagement with over 100 older youth and emerging adults through focus groups to describe gaps in services. The young people poignantly identified themselves as lost and cast adrift during the transition period from High School into the real world.

Specifically, they pointed to a lack of mentorship and information about how to overcome challenges as well as a lack of career specific training. They specifically pointed out their real life needs to pay for basic needs while still trying to move forward. CareerPoint programming is directly borne out of information attained through these focus groups.

OFS continues to engage young adults completing the program in exit surveys and uses this feedback to continue to hone programming. OFS is experienced at providing this age group a path to self-sufficiency and engages in continual improvement practices to hone training based largely on input from participants. Young people are the best source for learning how programming can better address their needs and the needs of the community OFS serves.

Theory of Change & Logic Model

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:
 - a. Past service outcomes and other accomplishments that validate your approach.
 - b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.
 - c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.

OFS was built on the theory that the development of relationships with caring adults and mentors can reduce and reverse those negative outcomes. "The [bond] theory posits that offending behavior is caused by weakened or broken social bonds with law-abiding people and institutions. Social bonds consist of four elements (attachment, commitment, involvement, and belief) and the presence of each element facilitates law-abiding behavior." (The Encyclopedia of Criminology and Criminal Justice).

Building upon this theory of change OFS engages young people in developmental relationships following processes that have documented success by The Search Institute. The Developmental Relationship service model includes five elements: express care, challenge growth, provide support, share power and expand possibilities. Each interaction with a program participant is focusing on one of these aspects of using the bond to speed the young person's brain development and prepare them for adult decision making and interactions.

By presenting career options and offering a path into careers, OFS is eliminating barriers for the young adult age group struggling to access employment opportunities. According to the American Psychological Association, employment supports are strongly associated with reductions in community violence. When correctly implemented, community violence interventions--like OFS's Legacy program--can save lives and result in cost-savings to individuals, families, communities, and all levels of government.

Decades of studies have proven the positive impact employment of young people has on reducing violence in our communities. In an article recently published by National Urban League, they noted “Youth employment programs, including summer jobs programs, can reduce their involvement in violence by as much as 45%.” Young people are disproportionately likely to be involved in gun violence as either victims or perpetrators, presenting a clear need for the community, and an opportunity for Operation Fresh Start, to focus on helping young people find employment. The National Library of Medicine reports “much insight has been garnered from several notable studies documenting disproportionately higher levels of mental health problems, substance use, and criminal activity of high school dropouts relative to their graduating peers.” In their study “High School Dropouts in Emerging Adulthood” they describe the emerging adult age group as continuing to develop their identity and define relationships, they are at risk of risky behavior. They state “we expect dropouts to have greater use of substances, mental health problems, and criminal behaviors compared to high school graduates.” (National Library of Medicine).

CareerPoint is designed to provide career options in fields that intersect with a young adult’s ability and motivation. By diversifying career options, CareerPoint effectively eliminates barriers for this age group keeping them from accessing employment opportunities. For young people who are in this position, out of school and unsure of what to do with their lives, they are left vulnerable to dead-end employment that can lead to a continued cycle of poverty and other negative outcomes.

2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

In its history, OFS has helped over 8,000 young people achieve success through employment. OFS is governed by a cross-cultural Board of Directors with experience in youth programming, finances, accounting, and leadership in the Dane County philanthropic and business communities. Board President Erica Nelson has been the lead staff person of Race to Equity a previous Wisconsin Partnership Program grant recipient.

OFS maintains continual contact with key community stakeholders with a focus on funding, curriculum, job placement, and program opportunities.

- OFS Executive Director and Deputy Director engage with potential program partners such as Madison College, Urban League, Latino Academy, Workforce Development Board of South-Central Wisconsin (WDBSCW), UW Arboretum, the City of Madison, Dane County Parks and others, on how to best provide programming specifically focused on the needs of the target population.
- OFS Executive Director and Deputy Director engage with potential partners including WDBSCW, Job Center, School Districts, County and City to determine their engagement in further programming.
- OFS Executive Director, Deputy Director, Construction & Conservation Manager, and Transition Coordinator engage with employment partners to discuss job opportunities and training partnerships within their businesses, resulting in paths for members to transition successfully self-sufficient careers.

The CareerPoint program design is intentionally developed as a partnership because of each organization’s full engagement with participants in ascertaining their needs and continual communication on how the organizations can work together to overcome the challenges facing emerging adults in our community.

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services.

OFS operates within a Total Quality Management philosophy where the organization continually uses data to determine organization efficacy and adjust programmatic, financial management, and community engagement

activities to improve outcomes. OFS analyzes additional information to determine opportunities to improve outcomes including member interviews and progress reports, member demographics, grantor reviews and recommendations, and service project satisfaction surveys. OFS has also engaged over 30 community stakeholders in strategic planning to ascertain community perspective and inform the continual improvement of OFS.

OFS's Strategic Plan for 2021-25 is focused on:

- Impact: Increase opportunities for youth through program improvement, growth, and diversification.
- Operational Excellence: Assure high quality, sustainable programs, services, and staff make use of community resources and partnerships to meet members' needs.
- Resiliency: Assure the ability to sustain programming and engage the community in the organization's mission.
- Community Engagement: Proactively engage the community to produce positive results for both youth and the community.

Each year OFS produces a Strategic Planning Benchmark Report conveying progress in achieving strategic plan initiatives and identifying areas for continual growth and improvement.

OFS extends the engagement and feedback period well beyond program completion. OFS Transitions Coordinator contacts member/alumni quarterly for one year and updates the OFS database with their status. During the 12-month follow-up period, staff follows the progress of graduates through consistent contact and meetings with them, their employers, and/or college personnel. Transition Coordinators initiate regular communication with employers and college personnel to encourage open communication of graduates' performance and engage in problem-solving, if necessary.

Additionally, OFS is in the early stages of beginning a longitudinal study to assess historical impact, measure long-term success, and identify ways in which positive outcomes for participants can be increased. This study will leverage the voices and experiences of current and past participants as part of this study and assessment.

Budget - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM
AGENCY AND PROGRAM REVENUES

Legal Name of Organization: Operation Fresh Start

Total Amount Requested: 362,235

Contact Name and Email for Budget Info: CharLynn Wood, cwood@operationfreshstart.org

****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 2023	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	315,098	50,416	264,682	0	0	0	0
UNITED WAY DANE CO	40,000	6,400	33,600	0	0	0	0
CITY CDD-This Application	362,235	29,265	135,470	53,500	144,000	0	0
OTHER GOVT*	2,804,858	83,678	519,740	975,195	0	0	1,226,245.24
FUNDRAISING DONATIONS**	615,000	66,627	31,927	0	448,272	0	68,174.76
USER FEES	1,185,491	75,392	395,808	326,100	0	0	388,191.00
TOTAL REVENUE	5,322,682	311,777	1,381,227	1,354,795	592,272	0	1,682,611

*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.

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM
AGENCY AND PROGRAM REVENUES

Enter all expenses for the programs in this application under the PGM A-D columns. Enter the amount you would like the City to pay for with this funding under the CITY SHARE column next to the PGM column. Enter all other programs in your agency under NON APP PGMS (last column).

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

ACCOUNT CATEGORY	AGENCY 2023	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	1,193,755	129,951	137,607	7,090	431,382	57,588	205,917	0	418,849	65,273			
Taxes/Benefits	238,750	26,616	27,521	1,452	86,276	11,795	41,183	0	83,770	13,369			
Subtotal A.	1,432,505	156,567	165,128	8,542	517,658	69,383	247,100	0	502,619	78,642	0	0	0
B. OTHER OPERATING													
Insurance	47,883	1,710	4,597	0	24,133	0	16,873	0	2,280	1,710			
Professional Fees/Audit	252,100	917	4,637	0	24,257	0	221,984	0	1,222	917			
Postage/Office & Program	19,440	0	2,502	0	13,138	0	3,700	0	100	0			
Supplies/Printing/Photocopy	9,450	0	1,320	0	6,930	0	1,000	0	200	0			
Equipment/Furnishings/Depr.	7,198	0	691	0	3,628	0	2,536	0	343	0			
Telephone	18,220	956	1,928	0	10,122	0	4,895	0	1,275	956			
Training/Conferences	33,586	0	2,715	0	14,251	0	16,420	0	200	0			
Food/Household Supplies	61,433	0	9,829	0	51,604	0	0	0	0	0			
Travel	1,500	0	240	0	1,260	0	0	0	0	0			
Vehicle Costs/Depreciation	94,281	675	8,367	0	43,924	0	41,090	0	900	675			
Other	92,780	40,000	3,970	0	20,842	0	22,968	0	45,000	40,000			
Subtotal B.	637,871	44,258	40,796	0	214,089	0	331,466	0	51,520	44,258	0	0	0
C. SPACE													
Rent/Utilities/Maintenance	170,801	6,100	1,397	0	101,084	0	60,187	0	8,133	6,100			
Mortgage Principal/Interest	0	0	0	0	0	0	0	0	0	0			
Depreciation/Taxes	0	0	0	0	0	0	0	0	0	0			
Subtotal C.	170,801	6,100	1,397	0	101,084	0	60,187	0	8,133	6,100	0	0	0
D. SPECIAL COSTS													
Assistance to Individuals	682,852	101,810	104,456	20,723	548,396	66,087	0	0	30,000	15,000	0	0	
Participant Wages	580,320	42,800	0	0	0	0	580,320	42,800	0	0	0	0	
Participant Taxes/Benefits	135,722	10,700	0	0	0	0	135,722	10,700	0	0	0	0	
Other	0	0	0	0	0	0	0	0	0	0	0	0	
Subtotal D.	1,398,894	155,310	104,456	20,723	548,396	66,087	716,042	53,500	30,000	15,000	0	0	0
TOTAL (A.-D.)	3,640,071	362,235	311,777	29,265	1,381,227	135,470	1,354,795	53,500	592,272	144,000	0	0	0

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM **AGENCY AND PROGRAM REVENUES**

Operation Fresh Start

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

	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
Executive Director	0.05	0.30	0.10	0.20		0.65	105,000	21,000	126,000	50.48	6,300
Deputy Director	0.05	0.30	0.10	0.20		0.65	85,995	17,199	103,194	41.34	5,160
Finance & Operations Director	0.05	0.30	0.10	0.20		0.65	80,483	16,097	96,579	38.69	4,828
Accountant	0.05	0.30	0.10	0.20		0.65	57,821	11,564	69,386	27.80	6,936
Data Coordinator	0.05	0.30	0.10	0.15		0.60	46,956	9,391	56,347	22.58	5,635
Human Resources Administrator	0.05	0.30	0.10	0.05		0.50	44,363	8,873	53,235	21.33	5,324
Outreach Specialist	0.10	0.40	0.00	0.00		0.50	51,996	10,399	62,395	22.82	3,120
Office Manager	0.05	0.15	0.15	0.05		0.40	35,940	7,188	43,128	25.92	2,156
Conservation & Const. Supervisor Mana	0.15	0.40	0.00	0.00		0.55	65,048	13,010	78,057	31.27	7,806
Crew Supervisor - Conservation (Cybill E	1.00	0.00	0.00	0.00		1.00	45,287	9,057	54,344	21.77	8,152
Crew Supervisors - Construction (Miles)	0.00	1.00	0.00	0.00		1.00	60,984	12,197	73,181	29.32	10,977
Crew Supervisors - Construction (John)	0.00	1.00	0.00	0.00		1.00	54,600	10,920	65,520	26.25	9,828
Transitions Coordinator	0.20	0.80	0.00	0.00		1.00	51,351	10,270	61,622	24.69	9,243
Transitions Coordinator	0.20	0.80	0.00	0.00		1.00	46,725	9,345	56,070	22.46	8,411
Teacher	0.20	0.80	0.00	0.00		1.00	52,014	10,403	62,417	25.01	6,242
Teacher	0.20	0.80	0.00	0.00		1.00	50,287	10,057	60,344	24.18	0
Build Academy Coordinator	0.00	0.00	1.00	0.00		1.00	56,784	11,357	68,141	27.30	0
Build Academy Supervisors	0.00	0.00	5.00	0.00		5.00	281,484	56,297	337,781	135.33	0
CareerPoint Program Manager	0.00	0.00	0.00	1.00		1.00	62,244	12,449	74,693	29.93	11,205
CareerPoint Coordinator	0.00	0.00	0.00	1.00		1.00	49,566	9,913	59,479	23.83	45,244
						0.00			0		
						0.00			0		
TOTAL:	2.40					20.15	1,384,926	276,985	1,661,912	672.29	156,567

*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

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM
AGENCY AND PROGRAM REVENUES

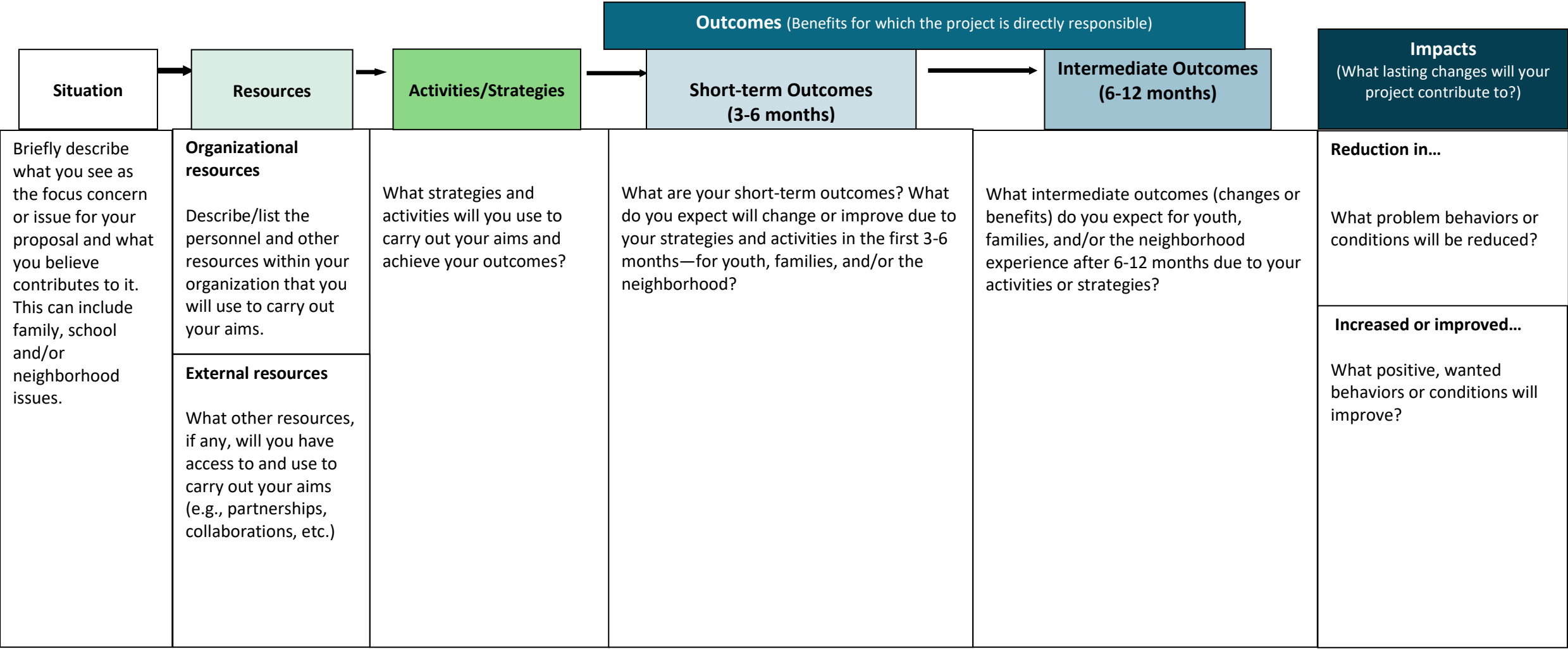
Please name each program you are requesting funding for next to each funding request.

**Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

Pgm Letter	Program Name	Program Expenses	2023 City Request
A	Parks Conservation Crew	PERSONNEL	8,542
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	20,723
		TOTAL	29,265
B	Legacy	PERSONNEL	69,383
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	66,087
		TOTAL	135,470
C	Build and Conservation Academies	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	53,500
		TOTAL	53,500
D	CareerPoint	PERSONNEL	78642
		OTHER OPERATING	44,258
		SPACE	6,100
		SPECIAL COSTS	15,000
		TOTAL	144,000
E		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			362,235

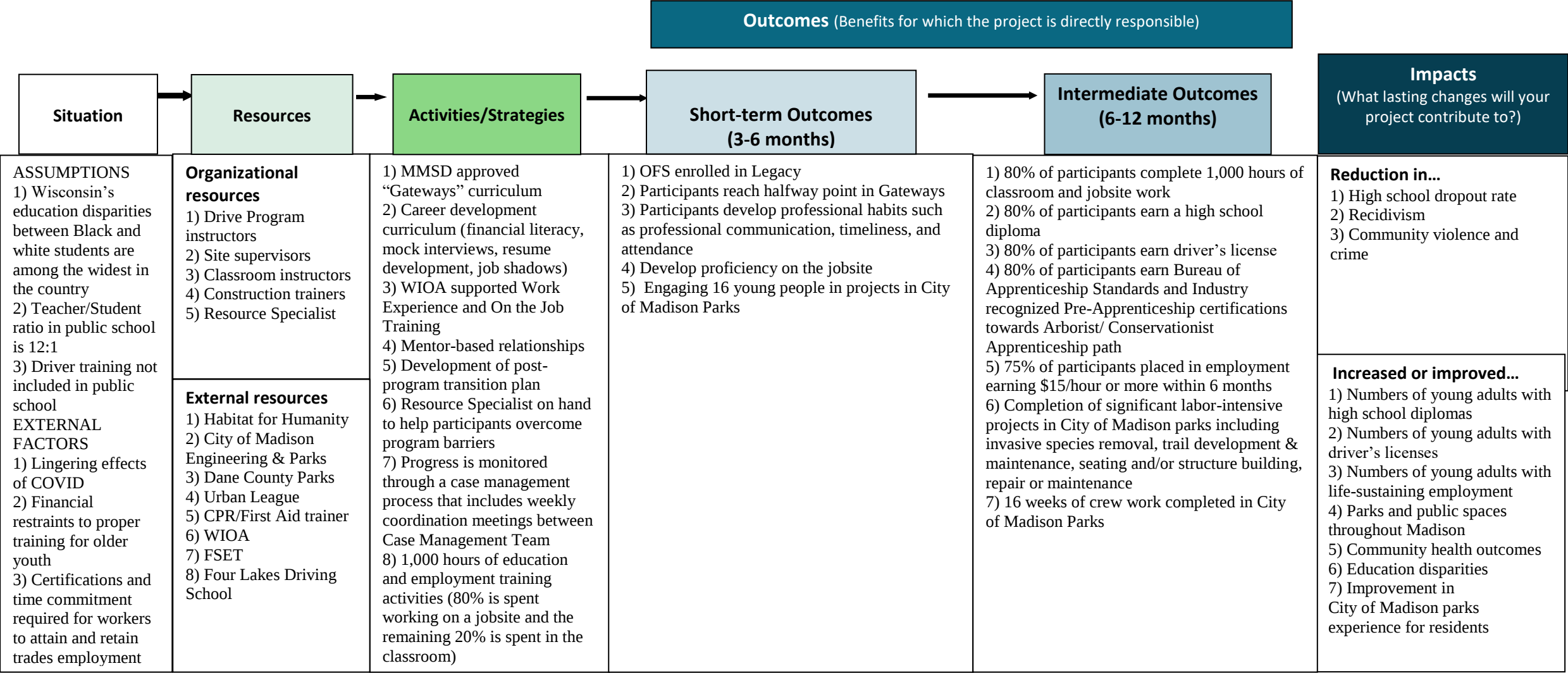
Appendix B: Logic Model

Logic Model Template:
The following logic model template should be used by applicants applying for funds to support youth, young adult & adult employment and training initiatives. Any content over the 3 page limit will not be considered by reviewers. Below is a brief definition of each required logic model component.



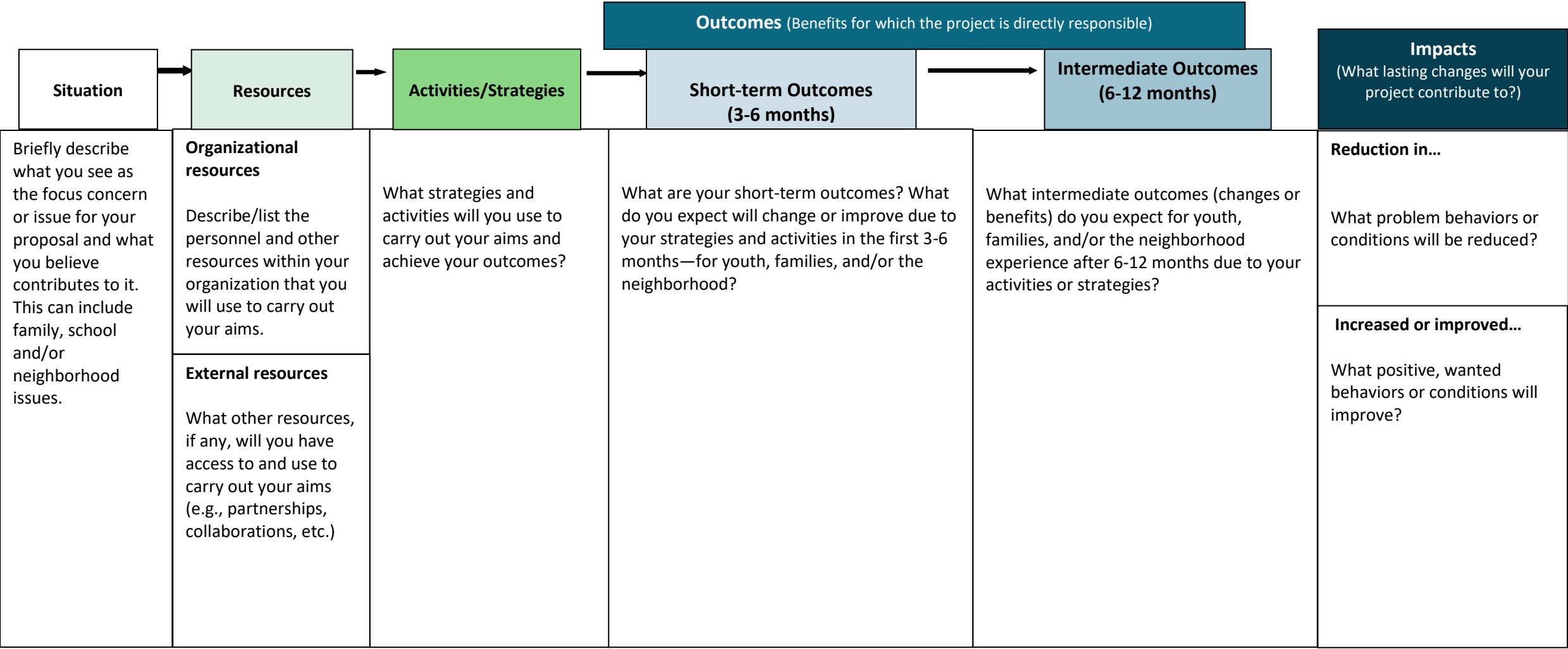
Possible Sources of Evidence	Survey Data?	School Data?	Crime Data?	Family Reports?	Focus Group Data?	Interview Data?	Other Data?
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Appendix B: Logic Model



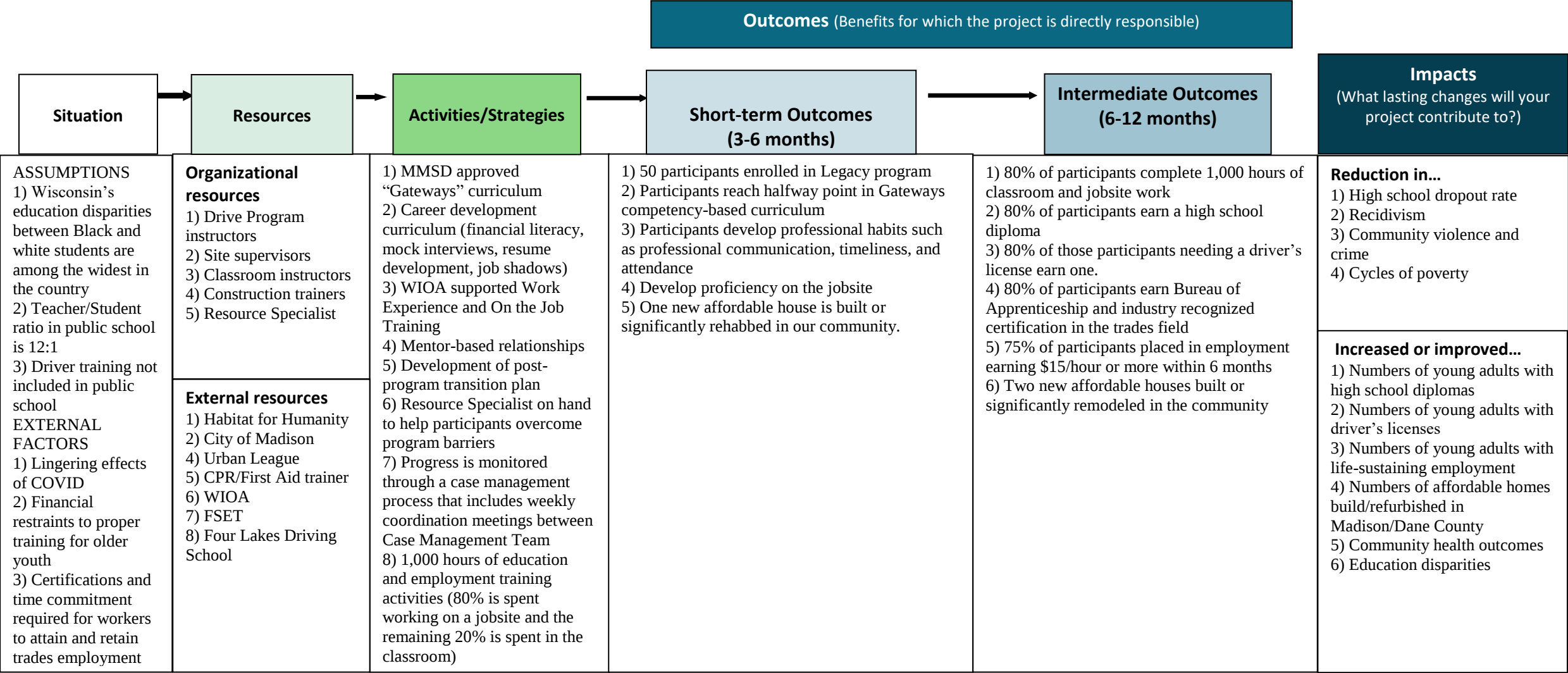
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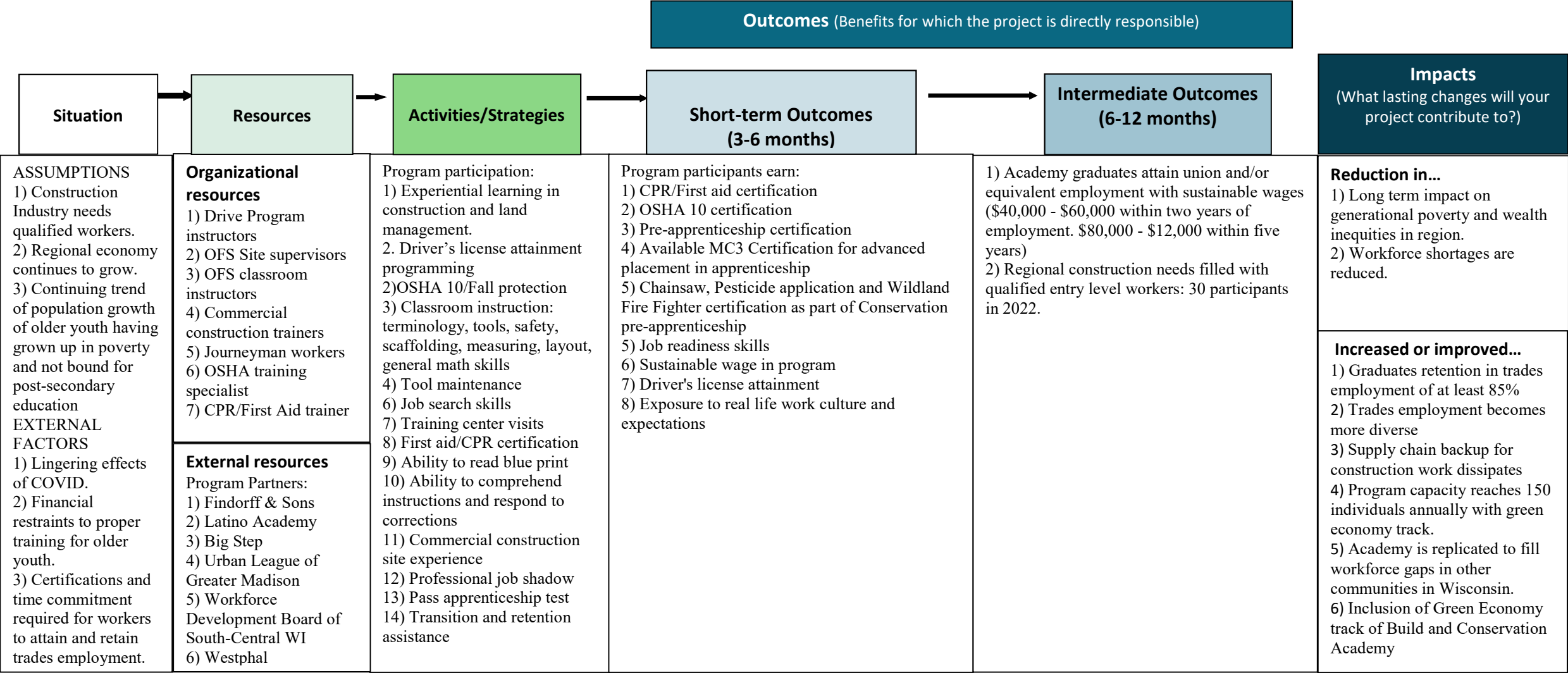


Possible Sources of Evidence	Survey Data?	School Data?	Crime Data?	Family Reports?	Focus Group Data?	Interview Data?	Other Data?
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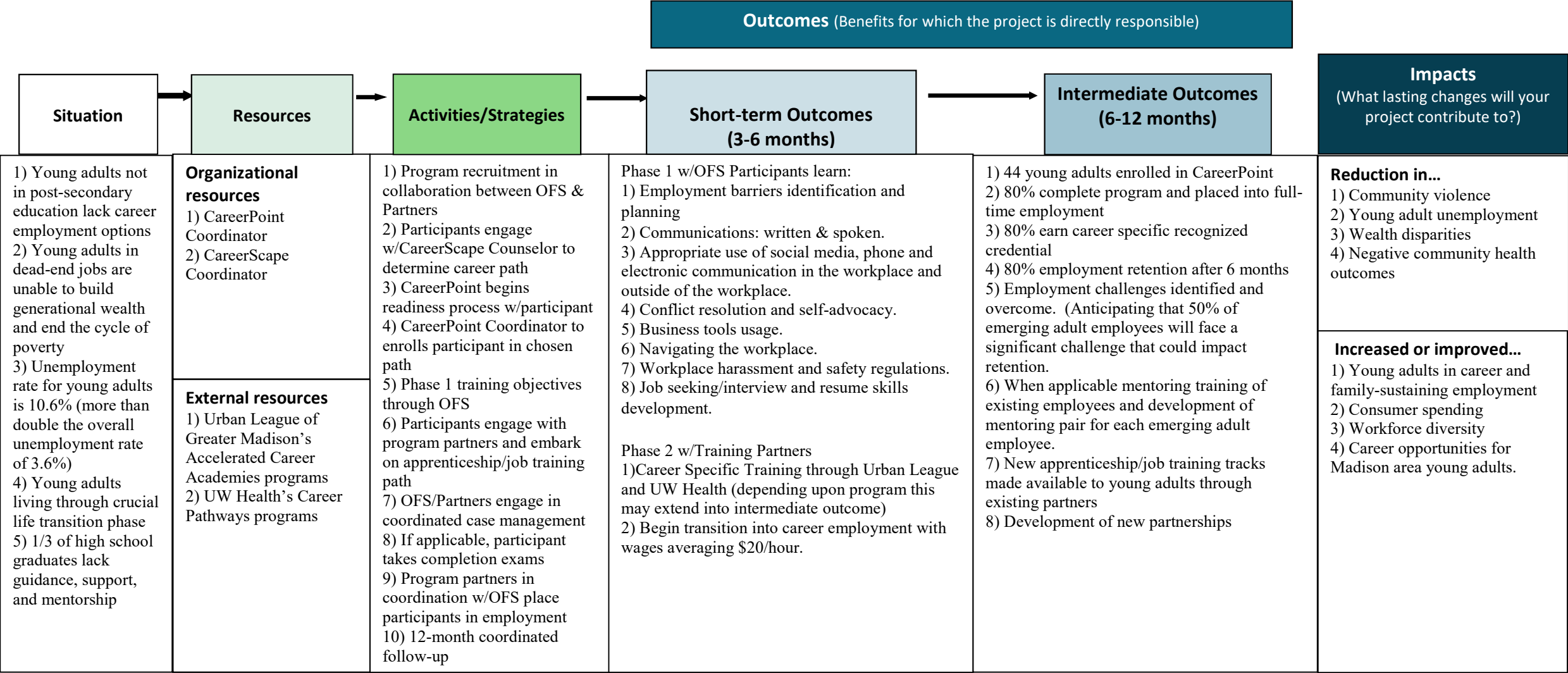
Appendix B: Logic Model



Appendix B: Logic Model



Appendix B: Logic Model



August 15, 2022

Dear Grant Selection Committee:

I am writing in support of Operation Fresh Start proposals to provide transition into employment programming for emerging adults in our community. Operation Fresh Start and Briarpatch work collaboratively to provide services and employment training to young people in Madison.

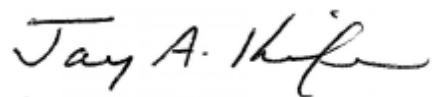
In employment training, we engage in cross referral for young people rather than competition. Briarpatch focusses on youth programming and often will refer young people completing our programming to Operation Fresh Start's array of programming.

The organizations also partner in providing wrap around services for emerging adults in Operation Fresh Start programming. This includes Briarpatch providing a path to reconnecting to employment training programming at OFS through our street outreach program and includes a partnership on helping OFS enrolled youth overcoming housing barriers. Wrap around support is provided through our two organizations working together.

Operation Fresh Start is successful. They have well trained staff with an ability to both be supportive of young people while also holding them responsible for their actions. Fresh Start recognizes that young people from poverty face many obstacles and has a whole person perspective to its transformational career services and training programs.

In our community, Operation Fresh Start is uniquely qualified to provide career-training services to emerging adults. Please fund their proposals before you.

Sincerely,



Jay Kiefer
Interim Executive Director
Briarpatch Youth Services



August 15, 2022

City of Madison – Community Development Division

Dear Grant Selection Committee:

I am writing in support of Operation Fresh Start proposals to provide transition into employment programming for emerging adults in our community. Operation Fresh Start and Goodman Community Center have a long-lasting partnership providing a path to self-sufficiency for young people that ends generational poverty in our community.

The programming applications before the City of Madison for our two organizations are purposely aligned to provide a continuum of services rather than competition for young people's attention. Goodman Community Center sees OFS programming as the next step in successful transitioning into self-sufficiency for many of the youth that we work with.

Operation Fresh Start provides a much needed vocational/job training programming leading to a High School diploma through its Legacy programming. The Build and Conservation Academy builds upon a strong history of successfully training young people for careers in construction and land management industries. Newer programming at Operation Fresh Start, CareerScape and the proposed CareerPoint provide this same type of career exploration, development, and career specific training in other career tracks. These program expansions are extremely important to our community. As we emerge from COVID, Goodman Center recognizes that preparing young people for success will be different than it was. Operation Fresh Start is at the cutting edge in program development for emerging adults with a focus on paid training, internships and on the job skill development.

Please fund both Operation Fresh Start and Goodman Community Centers proposals. Youth development isn't something that begins or ends at a certain age or stage – it requires the continuum of services provided through the long-standing partnership between our organizations.

Sincerely,

Letesha Nelson
CEO / Executive Director
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PRESIDENT & CEO:

Dr Ruben L Anthony Jr., Ph.D.

Dear Application Review Panel,

The Urban League of Greater Madison is excited about the opportunity to engage more young people and the opportunity to expand the reach of ULGM's various Accelerated Career Academies through a the proposed partnership with Operation Fresh Start's CareerPoint programming.

As a partner, Urban League will engage fully with Operation Fresh Start in all aspects of programming providing essential wrap around services to young adults engaging in Urban League's various Accelerated Career Academies. As successful as the Academies are, we recognize the need for differentiated services for younger adults. They often have little or no experience in training programs or in professional employment settings and may lack the maturity of others in the Academies.

This partnership combines the strengths of both organizations, and build on our history of successful collaboration together. Operation Fresh Start, the preeminent experts on working with emerging adults in our community, provides the wrap around programming assisting young people for success in training, monitoring their training, and providing continued engagement to trouble shoot any issues once program completers are placed in full time positions.

Urban League activities in this partnership will include:

- Expanding capacity in Accelerated Academies to serve twenty to twenty-five young people each year.
- Collaborate in pre-Academies training administered by Operation Fresh Start.
- Engage with Operation Fresh Start in individual case management for CareerPoint participants.
- Engage business/employer partners in each phase of programming.
- Engage with Operation Fresh Start in all aspects of data and financial reporting.

As both organizations focus programming on young adults of color as well as those living in poverty, Urban League is excited about the potential for this partnership to impact our community. We recognize that engaging younger adults in career employment provides them the opportunity for further career advancement and wealth building. CareerPoint will assist Urban League in its continual effort to build Black wealth in our community. This is on-the-ground change that will lead to a more equitable Madison.

Sincerely

Ruben L. Anthony, Jr., PhD
President & CEO

August 18, 2022

UW Health is excited to partner with Operation Fresh Start in the development of CareerPoint programming. As the largest employer in Dane County, UW Health recognizes a necessity to engage in this partnership to meet crucial employment needs in the healthcare industry that is essential to providing healthcare to our community.

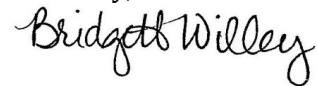
Through this partnership, UW Health will help supply workers in one of the fastest growing industries in the country. Employment in healthcare occupations is projected to grow 16 percent from 2020 to 2030, much faster than the average for all occupations, adding about 2.6 million new jobs. Healthcare occupations are projected to add more jobs than any of the other occupational groups (Bureau of Labor Statistics). UW Health's Allied Health Education and Career Pathways Team is proactively working to address projected workforce shortages, create internal and external pathways for specific healthcare careers, and build a more diverse UW Health workforce. This partnership will develop pathways for area young people into healthcare careers that will give them room to grow personally and professionally.

UW Health is an anchor partner in developing the CareerPoint program which leverages UW Health's training and employment resources to provide full-time paid training for young adults while they work towards industry recognized certifications and credentials.

UW Health will engage in each stage of CareerScape programming: introducing our organization to participants, aiding in the application for the employment process during general employability phase, and providing the career specific training during this phase of programming while continuing to collaborate with OFS staff for individual participant case management and to overcome participant challenges. Further, UW Health and OFS will work with existing staff to develop a mentoring program for young adults in this program.

Operation Fresh Start is uniquely positioned as a partner with expertise and experience with emerging adults. They have the knowledge skills and ability to fully engage and support this population in an apprenticeship program within the UW Health system. This partnership builds upon both organization's strengths and long-term goals. UW Health strongly supports the funding of this proposal.

Sincerely,



Bridgett Wiley, PhD, RDMS, RVT, RDCS, RT(R), FSDMS
Director, Allied Health Education and Career Pathways