



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:	Briarpatch Youth Services, Inc.	Total Amount Requested:	\$ 100,000
Program Name:	Youth Job Center & Madison Summer Teams		
Program or Activity are you Applying for:	<input checked="" type="checkbox"/> Youth Employment Services (ages 14-21) <input checked="" type="checkbox"/> Youth Employment & Training <input type="checkbox"/> Wanda Fullmore Youth Internship Program <input type="checkbox"/> Young Adult Employment Services (ages 18-26) <input type="checkbox"/> Adult Employment Services (18+)		
Contact Person:	Jay Kiefer	Email:	jay.kiefer@briarpatch.org
Full Address:	2720 Rimrock Road, Madison, Wisconsin 53713-3337	Telephone:	608.245.2550 x 1307
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	N/A

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.

Briarpatch has provided supported summer and year-round employment opportunities for court-involved and at-risk youth for over 30 years. The Briarpatch Youth Job Center (YJC) was established in 1992 through a collaboration with the City of Madison. The YJC provides a first-time summer or year-round work experience for 14-15 year olds with barriers to employment who reside in the City of Madison. Approximately 90% of the 20-25 youth served by the YJC summer service crews each summer are youth of color. Since 1998, the YJC has also collaborated with Dane County to provide pre-employment training, job placement assistance, and job coaching to over one-hundred 14-21 youth annually who are under court supervision and/ or involved in restorative justice programming. In 2021, the Youth Job Center began the Minority Business Youth Employment Project, which connects BIPOC youth to BIPOC owned businesses.

We have had numerous positive partnerships with other non-profits, community centers, and neighborhood programs throughout the City of Madison. These relationships have resulted in hundreds of successful projects including community engagement and event planning, community gardens and urban agriculture projects, community arts projects, and more. Our expertise extends beyond project work to include very successful partnerships with smaller community organizations, providing support to them while allowing them to maintain their voice and identity, to better serve the communities in which they work. Our highly-supported work team model is evidence-based and a best practice for serving youth with little or no work experience.

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.

As an agency, Briarpatch recently completed its five-year strategic plan. As part of this plan and process, program services and evaluation are a key component to measuring the success that the agency is having to address racial equity and inclusion in our community. The agency staff and leaders are an integral part of this process and will be creating and developing strategies and activities to ensure that racial justice knowledge, skills and practices are incorporated into program performance objectives, such as job descriptions, work plans/goals and performance appraisals for staff. This process also includes the opportunity for feedback from clients, their families and our community stakeholders. Through our Positive Youth Development lens, we create strategies to authentically engage BIPOC, LGBTQ+, immigrant and/or individuals, households and low income neighborhoods. Briarpatch has 50 years of experience serving youth of color, differently-abled, LGBTQ+ youth, and youth from diverse cultural and ethnic backgrounds. Each year, approximately 70% of agency youth served identify as a race other than white.

Youth in Madison face some of the most significant racial inequities in the nation. With this in mind, the Youth Job Center will continue to focus its service delivery on youth of color and youth from low income families. This population of youth has historically been over-represented in our local juvenile justice system and in the population of youth receiving municipal court citations. In 2021, approximately 90% of youth served by the YJC identified as a youth of color. YJC services will also be targeted towards youth with barriers to employment. These barriers may include: no previous job experience; poor self-discipline; mild cognitive impairment; poor academic performance/credit deficiency; and poor interpersonal skills.

In addition, Briarpatch employs several staff who are fluent in both English and Spanish. The agency offers all major documents in both English and Spanish. For clients who speak Hmong or other languages, the agency relies on translation services provided by the UW or others.

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

The Youth Job Center Coordinator is Gary Davis. Gary has been working in the human services field for over 16 years, beginning as a volunteer at Briarpatch in 2006. He has an Associates Degree in Human Services from Madison Area Technical College. Through his professional career, he has worked as a facilitator for support groups, as a counselor, as a teacher, and in Restorative Justice programs.

Gary is supervised by Jay Kiefer, the agency's Program Director. Jay has been employed with Briarpatch since 1988 and has served as the agency's Program Director since 2002. He is currently involved in numerous community-based initiatives for youth and represents the agency on a variety of committees and task forces. Examples include the Madison Out of School Time Committee, the Dane County Juvenile Justice Supervision Coordination Team, the Dane Restorative Justice Coalition, and the Evidence Based Practices Conference Planning Team.

All of our staff receives extensive training in evidence-based practices regarding client engagement techniques. These techniques are imbedded in the philosophies of Trauma Informed Care, Harm Reduction, Positive Youth Development, and Balanced and Restorative Justice which form the foundation of all services provided by Briarpatch. In simple terms, client engagement begins with listening to clients in a non-judgmental manner in order to discover their strengths, needs, and goals. This approach facilitates development of a trusting relationship with the quality of the client-counselor relationship widely recognized as the most important factor in helping people change.

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.

Collaborating with agencies in the Madison area for more than 50 years, Briarpatch has deep ties with a variety of organizations serving youth and young adults including but not limited to:

- Access Community Health Clinic: Medical and dental services
- Journey Mental Health Center: Mental health/emotional support services
- Tellurian & UWAADAIP: Substance abuse assessment and treatment
- Madison Metropolitan School District (MMSD) and other area districts: Schools providing educational services
- YWCA: Collaborative restorative justice services
- Madison Area Technical College: School providing GED and vocational services
- WI Department of Workforce Development and WI Job Service: Employment services
- The Rape Crisis Center: Sexual assault services
- Porchlight, The Road Home, the Salvation Army, and Housing Initiatives: Housing
- Legal Action of Wisconsin: Legal Services (general legal assistance for RHSY)
- Madison Police Department (MPD): Law enforcement
- Dane County Department of Human Services (DCDHS): Child Welfare personnel
- Project Respect: Counseling & case management for victims of human trafficking
- Workers' Rights Center: Human Trafficking
- Youth Employment Network: Non-profit employment program providers in Dane County

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

Across Madison, multiple entities provide services for youth, each designed in its unique way to support the developing capacity of youth to engage meaningfully in the opportunities available in the city. These entities share a common vision-youth entering adulthood college, career and community ready. The future well-being of our community depends on the inclusion of all youth-especially those for whom significant barriers hinder their involvement in the economic and social benefits Madison can provide. For these youth-those of color, those experiencing poverty, those for whom school has been unsuccessful, those wittingly and unwittingly involved in the juvenile justice system- their daily existence is often a blur of activity interacting with the myriad of agencies and people who individually support them.

The Youth Employment Network (YEN) meets monthly to ensure best practice models and service delivery consistency are maintained. The partnership successfully brings agencies together. Founded by Common Wealth, Briarpatch Youth Services, Goodman Community Center, Boys & Girls Club, and Operation Fresh Start, each agency provides training and experience for youth with barriers to employment, and consequently, we are constantly in contact with one another, and provide mutual referrals for clients. Each agency has its own unique area of expertise; each also provides a variety of supplemental educational activities and wrap-around supports to youth and families. Together as the Youth Employment Network (YEN), we strive to provide a continuum of employment experiences across the city for youth between the ages of 14 to 21 that:

- * Meets youth developmental, social, emotional and cultural needs.
- * Maximizes the unique characteristics of each youth agency in order to provide a broad array of career exposure and experience choices.
- * Aligns with and contributes to Academic and Career Planning activities, credit attainment requirements, and the Personalized Pathways initiative of MMSD.
- * Interacts with MMSD and other youth agencies and services to provide a seamless fabric of on-going support for students.
- * Supports employers in working with youth who need additional support to gain employability and job-specific skills.
- * Utilize common tools to document youth skill development that are transferrable across agencies.
- * Leads to a significant increase in the number of youth with barriers to employment who participate in Youth Apprenticeship or other certification or degree programs during and after high school.
- * Responds to the voice of consumers by including youth as active participants in the Network supporting the planning and evaluation of employment experiences.

- 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+).

Briarpatch maintains close relationships with area cultural organizations including Centro Hispano, Anesis Therapy, OutReach LGBTQ Community Center, Joining Forces for Families (JFF), Urban League of Greater Madison, Urban Triage (African-American), United Refugee Services (Lao/Hmong), and many others for referral purposes and to publicize our services. In addition, Briarpatch also offers the Teens Like Us youth group program, which provides group-based support and education services to LGBTQ+ Youth.

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.

Developing community partnerships and collaborations is at the core of what we do as an agency. The services proposed herein will provide high quality employment experiences through the afore mentioned YEN collaborative

network of youth employment providers (Briarpatch Youth Services, Common Wealth Development, Operation Fresh Start and Goodman Community Center, et al.). This network of providers will address the opportunity gap experienced by youth with barriers to employment and will provide a continuum of pre-employment training, job placement assistance, employment opportunities, and job coaching services for youth ages 14-21. This collaboration will also include the Madison Metropolitan School District's Personalized Pathways program which provides the opportunity for youth with credit deficiencies to earn school credits for work hours.

Several Community and Neighborhood Centers, as well as community providers in the City of Madison have agreed to support the services proposed herein (i.e. Community Centers located in: Lussier, East Madison, and community providers: Centro Hispano, Urban League). In addition, employment partnerships with the St. Isadore's Farm & Garden Project, Bayview Farm to Pantry Program, the Brentwood Community Gardens, and Madison Metropolitan School District. Briarpatch collaborates with more than 100 non-profit organizations on an annual basis in our work to identify community service opportunities for youth. For this grant proposal, specific partnerships with Common Wealth Development, Operation Fresh Start, Goodman Community Center TEENWorks, and the Madison Metropolitan School District (MMSD) will help provide a continuum of youth employment services and supportive employment opportunities for youth ages 14-21. Finally, Summit Credit Union will provide benefits of banking and financial literacy training to youth involved in the program. See attached Letters of Support: Summit Credit Union (financial literacy), Pancake Café (employment placement), Operation Fresh Start (mutual referrals, outreach).

Addition partner contact information:

Badger Rock Charter School: Sarah Karlson - 510.851.0477 (client referrals, outreach)

Lussier Community Center: Diana Shinall - 608.833.4979 x 210 (client referrals, outreach)

Neighborhood Intervention Program: Ty Mahone - 608.317.1178, George Brown - 608.516.6006 (client referrals, outreach)

Fitchburg Fire Department: Chief Dante Suarez 978.345.9660 (client referrals, outreach, mentorship)

Anesis Therapy: Cliff Davis - 608.249.4406 (supportive services)

Frank Productions: Lauren Toler - 608.807.1253 (internships, employment placement)

Sarah Karlson: Badger Rock Farm and Education Manager - 608.960.4615 (employment placement)

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 purpose of the Youth Job Center is to provide employment and financial skills training, career exploration, and work experience to Madison youth ages 14-21 who face multiple barriers to employment. In addition to gaining work experience, the goals of this program are for youth to learn the basics of finding, getting, and keeping a job; develop financial capability skills; and to begin exploring career opportunities in industries such as the trades, health care, and education. Desired outcomes include progress towards and/or completion of the Employability Skills Certificate; receiving credits towards graduation; and developing the positive work habits and skills needed to succeed in unsubsidized employment. BYS uses a Positive Youth Development approach in all of our employment programming. This approach supports youth independence, promotes a positive sense of self-worth, and helps youth make positive connections with people and social institutions. This program will be offered using two primary work experiences: 1) Summer Service Experiences and 2) Youth Job Center Employment Readiness Training.

Summer Service Experiences:

This community-based program is designed to provide youth with first-time work experiences in a highly-supported environment to youth ages 14-16. Program staff will begin recruiting youth in May 2023. The interview process will begin in June 2023. Once hired, participants will be provided with employment training, team-building and leadership training in a week-long orientation to the program. Programming will run for 7 to 9 weeks and include financial

literacy training with Summit Credit Union. Based on youth input, career-exploration activities will also be included, depending on the interests of the group.

Participants will then be provided with employment with Briarpatch for the duration of the summer completing various community betterment projects. Work to be completed will include a blend of community engagement, gardening & urban agriculture, and arts projects, all aimed at developing stronger bonds within the community to help reduce/prevent violence. All project work will include and be shaped by the voices and considerations of the youth participants. Should the youth want to take these projects in another direction, staff will work with them to make sure their voice is heard and validated in the execution of the projects.

Program participants will be encouraged to maintain contact with BYS staff after the summer employment project has ended with these contacts focused on helping youth pursue additional employment opportunities. All youth working 45 or more hours over the summer will be eligible to earn school credit and can earn an MMSD Employability Skills Certificate.

Outcome Objectives for the Summer of Service Experience Include: Approximately 75% of youth will earn an Employability Skills Certificate. Approximately 60 youth will complete the course of employment readiness training, and 40 youth will complete an entire summer of youth employment.

Youth Job Center Employment Readiness Training:

The primary model used in this program will be pre-employment training followed by placement in traditional private sector jobs with job coaching/mentoring provided by Briarpatch staff. These private sector jobs will require various levels of skills. As proposed, working with our network of partners, we will provide a shared goal of moving youth along the continuum and into the next level of opportunity within their community and within our collaboration. This model offers the opportunity for youth with various levels of skill to develop/improve the following life skills: the ability to think creatively; the ability to make good decisions; the ability to solve problems; and the ability to work effectively with others.

Once youth have successfully completed 20 hours of pre-employment training, they will be eligible for employment with one of our job site partners. YJC staff will provide employers with 1-3 candidates to interview based on youth interest and skill set. After the employer selects their preferred candidate, a placement meeting will be held to confirm work place expectations, review job duties, and to provide the youth and their supervisor with an opportunity to interact and tour the work place as applicable. Some employers may opt to utilize a youth's first day of work to review these topics rather than having a separate placement meeting. Youth Job Center staff will contact each job site to identify their preference regarding same.

YJC staff maintains weekly communication with youth who obtain employment as well as with key stakeholders, (parents, supervisor, etc.) in order to address any concerns and to celebrate successes. This weekly check-in between program staff, job site supervisors, and youth will also be used to review each youth's job performance and to address any cultural factors that may be impacting the relationship between the youth and his/her supervisor. In consultation with the job site supervisor, the frequency and manner of these contacts may be adjusted as needed.

Our partner organizations will provide employment opportunities for youth and help youth build new job skills consistent with the PYD objective of building employment competence. Youth Job Center staff will maintain weekly contact with each youth employed in a private sector job for the duration of the job or up to a maximum of 12 weeks in order to provide mentoring and support for youth. This weekly contact will include communication with the

youth's supervisor which will provide an opportunity to address any cultural factors that may be impacting the relationship between the youth and their supervisor.

For youth employed in a summer service experience team position provided by Briarpatch, YJC staff will introduce youth to paid employment through service learning focused work with other youth and with an adult supervisor. This will provide YJC staff with the opportunity to assess and develop each youth's work readiness skills and provide youth with an opportunity to apply the employment knowledge and life skills they are learning. Regular check-ins with these youth at least once weekly for the duration of their employment experience will also occur. This is in addition to the daily contact and support that is provided by each of the work team supervisors. These regular contacts with youth provide opportunities for youth to take an active role in planning, implementing and assessing the program and support the PYD approach of developing positive connections with caring adults.

The Youth Job Center will provide youth and families with high quality programming that facilitates positive, evidence based outcomes. Whenever possible, family members will be actively involved with their youth in setting short and long term goals with agreed upon objectives. Throughout their involvement with the YJC, youth will participate in regular check-ins, receive feedback from staff, and discuss their accomplishments and progress. Youth, employer and parent feedback will help measure progress and drive the direction of individual check-in sessions.

Youth Job Center staff will work collaboratively with MMSD staff to provide experience and instruction that can lead to MMSD high school credit. Following completion of their summer employment, youth will be offered the opportunity to continue regular check-ins for up to six months with YJC staff as a means of maintaining ongoing communication with youth and developing plans for the youth's next employment experience.

Supplemental educational activities are also a key component of the employment services provided by Briarpatch. Youth receiving these services will participate in 4-5 training sessions that specifically support positive youth development and enhancement of life skills. These sessions will focus on team building, youth leadership development, financial literacy, and career awareness/development. Career awareness and development focuses on helping youth develop career aspirations and then helping them make connections between their career goals and the importance of education in achieving these goals.

Youth will be recruited for program participation through a variety of means including: participation in other Briarpatch programs or partner agency programs, outreach at community events, outreach in schools, social media, referrals from the Briarpatch Street Outreach Program, and outreach at community centers. While outreach efforts will focus on BIPOC, LGBTQ+, and low-income communities, the program will be available to all youth.

Program Models:

Supported Community Based Work Crews, Youth Employment Training, Digital Employment Skill Education and Training, Employment Training And Placement

Program Elements:

Basic Employment Readiness Skills, Job Search Techniques, Positive Work Habits, Digital Applications and Skills Development, Financial Empowerment Education, Education and Career Planning

Outcome objectives for the services proposed for the Youth Job Center include: 1) 75% of youth will complete pre-employment training; 2) 90% of youth who complete pre-employment training will achieve employment competency

as measured by pre-post testing; and 3) 80% of youth placed in a job will successfully complete at least 8 weeks of employment or the full term of their job placement.

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.

The primary population served by this program is youth of color, ages 14-21, facing multiple barriers to employment. Additionally, we will target youth from low-income families; youth with mild cognitive, emotional or behavioral disabilities; youth lacking positive adult role models; youth facing housing instability or homelessness; and court-involved youth. Recruiting for the Summer of Service Experience program will focus on youth ages 14-16 and will target youth from neighborhoods in the North, South Central and Southwest parts of Madison (e.g., BadgerRock, Vera Court, Kennedy Heights, Meadowood, Park Edge/Park Ridge, Moorland, Owl Creek).

Youth job center staff consistently conduct job searches for our teens by attending job fairs and searching the web based job sites for opportunities that are close to the youth's school or home. These connections allow us to build new relationships and partnerships with potential employers. We undertake the first steps of inquiry and pick up applications and meet with potential employers if necessary. This approach allows us to build new working relationships with businesses that are close to the clients neighborhoods and are accessible if transportation is a barrier. Understanding the needs of the business community, and connecting youth to job opportunities that match their interests and skills, are significant factors impacting program success.

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

Briarpatch strives to serve clients of diverse racial, ethnic, cultural, and economic backgrounds, the agency continues to pursue a variety of strategies to improve service delivery. Some of these strategies include: 1) client satisfaction and feedback surveys, 2) former clients serving as volunteers and board of directors members, 3) advisory committees composed of diverse individuals, 4) on-going staff trainings and in-services, 4) the afore mentioned staff diversity and inclusiveness committee.

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.

Past Service Outcomes: Even though 2021 required many programmatic changes and presented many challenges because of the Covid-19 pandemic, Briarpatch is proud to report that:

- 44 14-15 year old youth received intensive job training services including job search assistance, interview skills training, resume building guidance, job placement, and more.
- 92% of participants were youth of color.
- An amazing 243 youth received work permits from Briarpatch Youth Services.
- Briarpatch Youth Services was one of the only youth work permit issuing agencies to continue offering the service during the pandemic.

- In addition to earning wages, Madison Metropolitan School District (MMSD) student participants were able to earn 0.5 school credit for their work over the summer and were enrolled in the Employability Skills Certificate program through DPI/MMSD

Best Practices: As mentioned on page 3 question 2, Briarpatch incorporates many best practices into our services provision. These include: Positive Youth Development, Trauma-Informed Care, Harm-Reduction, and Balanced and Restorative Justice. In addition, Briarpatch approaches our work with communities using the Asset-Based Community Development model (ABCD). The ABCD model views communities as the experts about their needs and strengths, and attempts to harness those strengths to create sustainable, community-driven development. With this model in mind, we will recruit and hire our staff from within their respective communities. This will ensure that our supervisors are able to address the needs of the communities in which we work with expertise, and that we are developing the most valuable assets in the community, the people. Further, we will focus on hiring staff that reflect the racial and ethnic backgrounds of our participants to enhance their ability to connect with participants and to allow participants to work with positive adult role models that look like them.

Incorporating Past Experience: Learning from past experience is central to Briarpatch's service provision. With 30 years of experience providing youth employment services, Briarpatch has a rich history of experiences and connections to draw upon. As mentioned previously, the agency works closely with other services providers and conducts both process evaluation and program evaluation activities in order to identify challenges with service delivery and/or flaws in program design. Once challenges/concerns have been identified, direct service staff, program supervisors, and leadership staff work together to make those changes needed to resolve identified concerns.

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

Briarpatch performs outreach to schools, churches, community centers, youth centers, law enforcement agencies, and to other organizations that have regular contact with youth. Staff from RHY programs actively seeks to engage LGBTQ+ youth, youth of color, and youth from low-income families. In addition, the agency maintains collaborations with the Gay/Straight Alliance for Safe Schools; Family Service Madison, Inc.; local Gay/Straight Alliances which are run entirely by high school students; the Access Health Services; the Madison Area Literacy Council; Centro Hispano, Inc.; the Urban League of Greater Madison, Inc.; and United Refugee Services, Inc. These collaborations facilitate outreach to clients served by these organizations, provide opportunities for recruitment of minority staff and volunteers, and help our staff make culturally sensitive referrals to youth and their families.

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.

Complementing the above mentioned outreach and collaboration efforts, the agency directly solicits input from clients in the target community and those involved in service provision. Briarpatch's Board of Directors has a designated seat for a youth representative. Briarpatch also distributes satisfaction surveys to clients on an ongoing basis and makes follow-up phone calls to determine program outcomes and to gather information for future program planning.

As part of the program evaluation process, Briarpatch places a high value on youth input and client feedback. Clients of YJC receive regular follow-up calls from program staff for 12 weeks after job placement. These calls are critical in assessing program effectiveness and determining if client needs have been met. Client satisfaction surveys are used to solicit feedback for program evaluation and planning purposes.

Finally, as part of Briarpatch's recently completed 5-year strategic plan, a key recommendation is the establishment of a youth advisory board to work along-side the existing Briarpatch Board of Directors.

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.



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Legal Name of Organization:	Briarpatch Youth Services, Inc.	Total Amount Requested:	\$ 50,000
Program Name:	Minority Business Youth Employment Project		
Program or Activity are you Applying for:	<input checked="" type="checkbox"/> Youth Employment Services (ages 14-21) <input checked="" type="checkbox"/> Youth Employment & Training <input type="checkbox"/> Wanda Fullmore Youth Internship Program <input type="checkbox"/> Young Adult Employment Services (ages 18-26) <input type="checkbox"/> Adult Employment Services (18+)		
Contact Person:	Jay Kiefer	Email:	jay.kiefer@briarpatch.org
Full Address:	2720 Rimrock Road, Madison, Wisconsin 53713-3337	Telephone:	608.245.2550 x 1307
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	N/A

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We have had numerous positive partnerships with other non-profits, community centers, and neighborhood programs throughout the City of Madison. These relationships have resulted in hundreds of successful projects including community engagement and event planning, community gardens and urban agriculture projects, community arts projects, and more. Our expertise extends beyond project work to include very successful partnerships with smaller community organizations, providing support to them while allowing them to maintain their voice and identity, to better serve the communities in which they work. Both our highly-supported work team model and our individual placement of youth model are evidence-based and a best practice for serving youth with little or no work experience.

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

The Youth Job Center Coordinator is Gary Davis. Gary has been working in the human services field for over 16 years, beginning as a volunteer at Briarpatch in 2006. He has an Associates Degree in Human Services from Madison Area Technical College. Through his professional career, he has worked as a facilitator for support groups, as a counselor, as a teacher, and in Restorative Justice programs.

Gary is supervised by Jay Kiefer, the agency's Program Director. Jay has been employed with Briarpatch since 1988 and has served as the agency's Program Director since 2002. He is currently involved in numerous community-based initiatives for youth and represents the agency on a variety of committees and task forces. Examples include the Madison Out of School Time Committee, the Dane County Juvenile Justice Supervision Coordination Team, the Dane Restorative Justice Coalition, and the Evidence Based Practices Conference Planning Team.

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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.

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Collaborating with agencies in the Madison area for more than 50 years, Briarpatch has deep ties with a variety of organizations serving youth and young adults including but not limited to:

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- Project Respect: Counseling & case management for victims of human trafficking
- Workers' Rights Center: Human Trafficking
- Youth Employment Network: Non-profit employment program providers in Dane County

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

Across Madison, multiple entities provide services for youth, each designed in its unique way to support the developing capacity of youth to engage meaningfully in the opportunities available in the city. These entities share a common vision-youth entering adulthood college, career and community ready. The future well-being of our community depends on the inclusion of all youth-especially those for whom significant barriers hinder their involvement in the economic and social benefits Madison can provide. For these youth-those of color, those experiencing poverty, those for whom school has been unsuccessful, those wittingly and unwittingly involved in the juvenile justice system- their daily existence is often a blur of activity interacting with the myriad of agencies and people who individually support them.

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network of youth employment providers (Briarpatch Youth Services, Common Wealth Development, Operation Fresh Start and Goodman Community Center, et al.). This network of providers will address the opportunity gap experienced by youth with barriers to employment and will provide a continuum of pre-employment training, job placement assistance, employment opportunities, and job coaching services for youth ages 14-21. This collaboration will also include the Madison Metropolitan School District's Personalized Pathways program which provides the opportunity for youth with credit deficiencies to earn school credits for work hours.

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Sarah Karlson: Badger Rock Farm and Education Manager - 608.960.4615 (employment placement)

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.

Project Description: Briarpatch Youth Services is pleased to submit a \$50,000 request for its Minority Business Project. City of Madison funding will help the program provide employment experience for 14-21 year old youth with barriers to employment. A new project in 2021, begun with funding from the Willy Street Coop Community Reinvestment Fund, the program will partner with Madison area minority owned businesses to employ these youth. Briarpatch will provide subsidized employment for these youth for up to ten hours per week for up to three months. In exchange, minority business owners will agree to continue their employment for an additional three months after completion of the program.

Prior to being placed with a minority owned business, youth will receive pre-employment training with Briarpatch staff. This will include: performing job searches, obtaining the appropriate permits and documentation, and completing job applications. All youth receive at least 10 hours of training, including employment readiness/job expectations training, financial literacy training from Summit Credit Union, and team building and leadership development. Summit Credit Union has also agreed to establish no-fee checking accounts for program participants. After being placed with a minority owned business, Briarpatch staff will work with both the businesses and youth to provide job coaching and ensure a successful experience.

The Minority Business Project is a new endeavor based off of the previous success of Briarpatch's Youth Job Center and Madison Summer Teams. It is the first time the program has partnered specifically with minority owned businesses and provided employment opportunities on an individual basis. It is particularly important this year since minorities and minority owned businesses have been disproportionately impacted by the Covid-19 pandemic.

Intended Outcomes: Youth of color in Madison face alarming disparities in education, employment, and arrest rates. the Minority Business Youth Employment Project seeks to address some of these disparities by providing youth of color with positive, community-supported employment opportunities that promote the development of skills, confidence, and sense of community.

To ensure that program resources are being targeted to populations most in need, participants will be primarily youth of color with no prior work experience who face multiple barriers to employment. Such barriers include:

- Truancy/under-achievement in school
- Friends/relatives involved in the criminal justice system
- Alcohol and/or drug use or experimentation
- Lack of supportive adult figure
- Learning or emotional disability
- Economic disadvantages
- Lack of proficiency in English

Youth will be recruited for program participation through a variety of means including: participation in other Briarpatch programs or partner agency programs, outreach at community events, outreach in schools, social media, referrals from the Briarpatch Street Outreach Program, and outreach at community centers. While outreach efforts will focus on BIPOC, LGBTQ+, and low-income communities, the program will be available to all youth.

Program Models:

Supported Community Based Work Crews, Youth Employment Training, Digital Employment Skill Education and Training, Employment Training And Placement, Subsidized Work Placement with Support

Program Elements:

Basic Employment Readiness Skills, Job Search Techniques, Positive Work Habits, Digital Applications and Skills Development, Financial Empowerment Education, Education and Career Planning

Goal: Improve employability of at-risk youth

Objective 1: Provide employment experience and community service opportunities for at-risk youth

Outcome 1: The Minority Business Youth Employment Project will provide employment experience and job skills training for approximately 10-15 at-risk youth.

Objective 2: Connect minority owned-businesses with youth with barriers to employment.

Outcome 2: The Minority Business Youth Employment Project will identify 5-10 minority-owned businesses in Madison neighborhoods that will provide employment opportunities for youth and place youth in those businesses.

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.

The primary population served by this program is youth of color, ages 14-21, facing multiple barriers to employment. Additionally, we will target youth from low-income families; youth with mild cognitive, emotional or behavioral disabilities; youth lacking positive adult role models; youth facing housing instability or homelessness; and court-involved youth. Recruiting for the Minority Business Youth Employment Project will target youth from neighborhoods

in the North, South Central and Southwest parts of Madison (e.g., BadgerRock, Allied, Vera Court, Kennedy Heights, Meadowood, Park Edge/Park Ridge, Moorland, Owl Creek).

Briarpatch already has connections with a number of area BIPOC owned businesses detailed on page 6-7 question 1. Understanding the needs of the business community, and connecting youth to job opportunities that match their interests and skills, are significant factors impacting program success.

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

Briarpatch strives to serve clients of diverse racial, ethnic, cultural, and economic backgrounds. The agency continues to pursue a variety of strategies to improve service delivery. Some of these strategies include: 1) administration of client satisfaction surveys with feedback from these surveys used to improve program services, 2) former clients serving as volunteers and members of the Briarpatch Board of Directors, 3) advisory committees composed of diverse individuals to help inform development of and improvements in program design, and 4) conversations with youth participants during process evaluation activities.

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.

Past Service Outcomes: Over the last year and a half, the services described herein have strengthened Briarpatch's bonds with BIPOC groups in our community, and we believe these improved relationships, along with enhanced awareness of the services we provide, will result in increased utilization of the services we provide by BIPOC members of our community.

Briarpatch's Youth Job Center (YJC) Minority Business Project placed 17 youth at small, BIPOC owned businesses in the Madison area in 2021. Youth received job training and first-time employment experiences. Youth were employed at City Dollar Store, The House of Art, Inc., and Judy's Carpet Cleaning. Other businesses collaborating with YJC were Pearl of Envy Auto Detailing, Pancake Café, and JD's Taste of Chicago.

Each youth received job coach support from YJC staff throughout their employment at each business. They were presented with the opportunity to learn financial empowerment skills through Summit Credit Union. They earned \$10 per hour for up to 15 hours of work per week for three months.

City Dollar Store, Black owned retail business, Madison

Job duties: stocking, customer service, cash register, cleaning

Client Demographics: Male, 15 years old, Black, Female, 15 years old, Black, Female, 14 years old, Black, Female, 16 years old, Black

The House of Art, Inc., Black owned dance studio, Madison

Job duties: secretarial, booking appointments, cleaning

Client Demographics: Female, 17 years old, Black

Judy's Carpet Cleaning, Black owned custodial business, Madison

Job duties: sweep, mop, vacuum floors, shampoo carpeting

Client Demographics: Male, 15 years old, Black, Male, 15 years old, Bi-racial, Male, 15 years old, Bi-racial

Pearl of Envy, Black owned auto detailing business, Sun Prairie

Job duties: wash car exteriors, vacuum interiors, wash floor mats, clean interior surfaces

Client Demographics: Male, 14 years old, Bi-racial, Male, 15 years old, Bi-racial, Male, 15 years old, Black

JD's Taste of Chicago, Black owned restaurant, Madison

Job duties: cash register, food prep, dish washing

Client Demographics: Female, 17 years old, white

Pancake Café, Hispanic owned restaurant, Madison

Job duties: serving, bussing, dish washing, cooking, hosting

Client Demographics: Male, 15 years old, Black, Male, 14 years old, white, Male, 14 years old, white, Female, 16 years old, Bi-racial, Female, 14 years old, white

Best Practices: As mentioned on page 3 question 2, Briarpatch incorporates many best practices into our services provision. These include: Positive Youth Development, Trauma-Informed Care, Harm-Reduction, and Balanced and Restorative Justice. In addition, Briarpatch approaches our work with communities using the Asset-Based Community Development model (ABCD). The ABCD model views communities as the experts about their needs and strengths, and attempts to harness those strengths to create sustainable, community-driven development. With this model in mind, we will recruit and hire our staff from within their respective communities. This will ensure that our supervisors are able to address the needs of the communities in which we work with expertise, and that we are developing the most valuable assets in the community, the people. Further, we will focus on hiring staff that reflect the racial and ethnic backgrounds of our participants to enhance their ability to connect with participants and to allow participants to work with positive adult role models that look like them.

Incorporating Past Experience: Learning from past experience is central to Briarpatch's service provision. With 30 years of experience providing youth employment services, Briarpatch has a rich history of experiences and connections to draw upon. As mentioned previously, the agency collaborates closely with other service providers and engages in ongoing efforts to incorporate client feedback in order to improve service delivery.

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

Briarpatch performs outreach to schools, churches, community centers, youth centers, law enforcement agencies, and to other organizations that have regular contact with youth. Staff from RHY programs actively seeks to engage LGBTQ+ youth, youth of color, and youth from low-income families. In addition, the agency maintains collaborations with the Gay/Straight Alliance for Safe Schools; Family Service Madison, Inc.; local Gay/Straight Alliances which are run entirely by high school students; the Access Health Services; the Madison Area Literacy Council; Centro Hispano, Inc.; the Urban League of Greater Madison, Inc.; and United Refugee Services, Inc. These collaborations facilitate outreach to clients served by these organizations, provide opportunities for recruitment of minority staff and volunteers, and help our staff make culturally sensitive referrals to youth and their families.

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. Complementing the above mentioned outreach and collaboration efforts, the agency directly solicits input from clients in the target community and those involved in service provision. Briarpatch's Board of Directors has a designated position for youth. Briarpatch also distributes satisfaction surveys to clients on an ongoing basis and makes follow-up phone calls to determine program outcomes and to gather information for future program planning.

As part of the program evaluation process, Briarpatch places a high value on youth input and client feedback. Clients of YJC receive regular follow-up calls from program staff for 12 weeks after job placement. These calls are critical in assessing program effectiveness and determining if client needs have been met. Client satisfaction surveys are used to solicit feedback for program evaluation and planning purposes.

Finally, as part of Briarpatch's recently completed 5-year strategic plan, a key recommendation is the establishment of a youth advisory board to work along-side the existing Briarpatch Board of Directors.

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:	Briarpatch Youth Services, Inc.	Total Amount Requested:	\$ 50,000
Program Name:	Mentorship 101 Program		
Program or Activity are you Applying for:	<input checked="" type="checkbox"/> Youth Employment Services (ages 14-21) <input checked="" type="checkbox"/> Youth Employment & Training <input type="checkbox"/> Wanda Fullmore Youth Internship Program <input type="checkbox"/> Young Adult Employment Services (ages 18-26) <input type="checkbox"/> Adult Employment Services (18+)		
Contact Person:	Joseph Bednarowski	Email:	joseph.bednarowski@briarpatch.org
Full Address:	2720 Rimrock Road, Madison, Wisconsin 53713-3337	Telephone:	608.245.2550 x 1306
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	N/A

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.

Briarpatch has provided supported summer employment opportunities for court-involved and at-risk youth for over 30 years. The Briarpatch Youth Job Center (YJC) was established in 1992 through a collaboration with the City of Madison to operate the Madison Summer Team (MST). The MST provides a first-time summer work experience for 14-15 year olds with barriers to employment who reside in the City of Madison. Approximately 90% of the 20-25 youth served by the MST each summer are youth of color. Since 1998, the YJC has also collaborated with Dane County to provide pre-employment training, job placement assistance, and job coaching to over one-hundred 14-21 youth annually who are under court supervision and/ or involved in restorative justice programming. In 2021, the Youth Job Center began the Minority Business Youth Employment Project, which connects BIPOC youth to BIPOC owned businesses.

We have had numerous positive partnerships with other non-profits, community centers, and neighborhood programs throughout the City of Madison. These relationships have resulted in hundreds of successful projects including community engagement and event planning, community gardens and urban agriculture projects, community arts projects, and more. Our expertise extends beyond project work to include very successful partnerships with smaller community organizations, providing support to them while allowing them to maintain their voice and identity, to better serve the communities in which they work. Both our highly-supported work team model and our individual placement of youth model are evidence-based and a best practice for serving youth with little or no work experience.

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.

As an agency, Briarpatch recently completed its five-year strategic plan. As part of this plan and process, program services and evaluation are a key component to measuring the success that the agency is having to address racial equity and inclusion in our community. The agency staff and leaders are an integral part of this process and will be creating and developing strategies and activities to ensure that racial justice knowledge, skills and practices are incorporated into program performance objectives, such as job descriptions, work plans/goals and performance appraisals for staff. This process also includes the opportunity for feedback from clients, their families and our community stakeholders. Through our Positive Youth Development lens, we create strategies to authentically engage BIPOC, LGBTQ+, immigrant and/or individuals, households and low income neighborhoods. Briarpatch has 50 years of experience serving youth of color, differently-abled, LGBTQ+ youth, and youth from diverse cultural and ethnic backgrounds. Each year, approximately 70% of agency youth served identify as a race other than white.

Youth in Madison face some of the most significant racial inequities in the nation. With this in mind, the Youth Job Center will continue to focus its service delivery on youth of color and youth from low income families. This population of youth has historically been over-represented in our local juvenile justice system and in the population of youth receiving municipal court citations. In 2021, approximately 90% of youth served by the YJC identified as a youth of color. YJC services will also be targeted towards youth with barriers to employment. These barriers may include: no previous job experience; poor self-discipline; mild cognitive impairment; poor academic performance/credit deficiency; and poor interpersonal skills.

In addition, Briarpatch employs several staff who are fluent in both English and Spanish. The agency offers all major documents in both English and Spanish. For clients who speak Hmong or other languages, the agency relies on translation services provided by the UW or others.

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

The Youth Job Center Coordinator is Gary Davis. Gary has been working in the human services field for over 16 years, beginning as a volunteer at Briarpatch in 2006. He has an Associates Degree in Human Services from Madison Area Technical College. Through his professional career, he has worked as a facilitator for support groups, as a counselor, as a teacher, and in Restorative Justice programs.

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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.

Project Description: Briarpatch Youth Services is pleased to submit a \$50,000 request for its Mentorship 101 Program. The program will use youth-focused activities to attract youth to the agency, where they will receive employment services. Youth-focused activities will include things like music mixing and hip-hop production workshops, sports team marketing and management, cooking classes, LGBTQ+ youth event production (e.g. PrideProm, Homoween), art workshops, and more. The agency has already secured internship opportunities with Frank Productions (music and performances), and is currently in discussions with Madison Mallards Baseball and Forward Madison FC, about partnering to create educational opportunities regarding music and sports that will draw youth in. Once engaged, youth will be offered job coaching, resume building, financial literacy, and internship opportunities. Participants will receive one-on-one attention from a Briarpatch Youth Counselor to help them explore their interests and learn how to turn those interests into career opportunities. In addition to providing opportunities for youth to explore their music, sports, culinary, community, and other interests, the program will offer free healthy meals to youth during each employment counseling session to provide additional incentive to attend, and create a healthy learning environment. Eventually, Briarpatch hopes to develop additional internship opportunities, like the ones offered by Frank Productions, with the afore mentioned Madison companies and others, so that program participants can continue to pursue their interests, be placed in an internship, and continue on a career path.

Youth will be recruited for program participation through a variety of means including: participation in other Briarpatch programs or partner agency programs, outreach at community events, outreach in schools, social media, referrals from the Briarpatch Street Outreach Program, and outreach at community centers. While outreach efforts will focus on BIPOC, LGBTQ+, and low-income communities, the program will be available to all youth.

Program Models:

Youth Employment Training, Digital Employment Skill Education and Training, College and Career Exploration, Internship Placement, Skill Development, Combined Employment Training and Social-Emotional Support for Disconnected Youth, Placement in a Private Business Committed to Supporting Youth Experiencing Barriers to Employment.

Program Elements:

Basic Employment Readiness Skills, Job Search Techniques, Positive Work Habits, Digital Applications and Skills Development, Financial Empowerment Education, Education and Career Planning, Private Sector Employment, Internship Placements, Social-Emotional Learning

Objective 1: Develop youth interest focused workshops to engage youth

Outcome 1: Briarpatch will hold at least 12 workshops (hip-hop music/music production, cooking, LGBTQ+ organizing, art, sports, etc) annually.

Objective 2: Provide one-on-one employability mentorship to youth involved in workshops

Outcome 2: Briarpatch will provide, job search guidance, resume building, financial literacy, and job skills training to at least 40 youth annually.

Objective 3: Cultivate internship opportunities for youth who receive employability mentorship.

Outcome 3: Briarpatch will work with at least three employers involved in the interest areas identified above to create internship opportunities that program participants can move into.

This proposed program uses the best practices identified by the Center for Human Services Research at the University of Albany including: 1) Specifying an explicit target population and program goals, 2) Focus on Employability Skills, 3) Provide Comprehensive Services, 4) Promote Positive Youth Development, 5) Provide Follow-up Services, 6) Intervene Early, 7) Embrace continuous Improvement.

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.
The primary population served by this program is youth of color, ages 15-21, facing multiple barriers to employment. Additionally, we will target youth from low-income families; youth with mild cognitive, emotional or behavioral disabilities; youth lacking positive adult role models; youth facing housing instability or homelessness; and court-involved youth. Recruiting for the Mentorship 101 Program will target youth from neighborhoods in the North, South Central and Southwest parts of Madison (e.g., BadgerRock, Allied, Vera Court, Kennedy Heights, Meadowood, Park Edge/Park Ridge, Moorland, Owl Creek).
3. Describe how your program includes input or suggestions from target population served in your program design and operation.

Briarpatch strives to serve clients of diverse racial, ethnic, cultural, and economic backgrounds. The agency continues to pursue a variety of strategies to improve service delivery. Some of these strategies include: 1) administration of client satisfaction surveys with feedback from these surveys used to improve program services, 2) former clients serving as volunteers and members of the Briarpatch Board of Directors, 3) advisory committees composed of diverse individuals to help inform development of and improvements in program design, and 4) conversations with youth participants during process evaluation activities.

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.

Past Service Outcomes: The Mentorship 101 Program is a new program, and consequently does not have previous outcome data. However, Briarpatch has a long history of providing other youth employment services, the most recent data for which is detailed below.

Even though 2021 required many programmatic changes and presented many challenges because of the Covid-19 pandemic, Briarpatch is proud to report that the agency's Youth Job Center achieved these outcomes:

- 44 14-15 year old youth received intensive job training services including job search assistance, interview skills training, resume building guidance, job placement, and more.
- 92% of participants were youth of color.
- An amazing 243 youth received work permits from Briarpatch Youth Services.
- Briarpatch Youth Services was one of the only youth work permit issuing agencies to continue offering the service during the pandemic.
- In addition to earning wages, Madison Metropolitan School District (MMSD) student participants were able to earn 0.5 school credit for their work over the summer and were enrolled in the Employability Skills Certificate program through DPI/MMSD

Briarpatch's Youth Job Center (YJC) Minority Business Project placed 17 youth at small, BIPOC owned businesses in the Madison area in 2021. Youth received job training and first-time employment experiences. Youth were employed at City Dollar Store, The House of Art, Inc., and Judy's Carpet Cleaning. Other businesses collaborating with YJC were Pearl of Envy Auto Detailing, Pancake Café, and JD's Taste of Chicago.

Each youth received job coach support from YJC staff throughout their employment at each business. They were presented with the opportunity to learn financial empowerment skills through Summit Credit Union. They earned \$10 per hour for up to 15 hours of work per week for three months.

City Dollar Store, Black owned retail business, Madison

Job duties: stocking, customer service, cash register, cleaning

Client Demographics: Male, 15 years old, Black, Female, 15 years old, Black, Female, 14 years old, Black, Female, 16 years old, Black

The House of Art, Inc., Black owned dance studio, Madison

Job duties: secretarial, booking appointments, cleaning

Client Demographics: Female, 17 years old, Black

Judy's Carpet Cleaning, Black owned custodial business, Madison

Job duties: sweep, mop, vacuum floors, shampoo carpeting

Client Demographics: Male, 15 years old, Black, Male, 15 years old, Bi-racial, Male, 15 years old, Bi-racial

Pearl of Envy, Black owned auto detailing business, Sun Prairie

Job duties: wash car exteriors, vacuum interiors, wash floor mats, clean interior surfaces

Client Demographics: Male, 14 years old, Bi-racial, Male, 15 years old, Bi-racial, Male, 15 years old, Black

JD's Taste of Chicago, Black owned restaurant, Madison

Job duties: cash register, food prep, dish washing

Client Demographics: Female, 17 years old, white

Pancake Café, Hispanic owned restaurant, Madison

Job duties: serving, bussing, dish washing, cooking, hosting

Client Demographics: Male, 15 years old, Black, Male, 14 years old, white, Male, 14 years old, white, Female, 16 years old, Bi-racial, Female, 14 years old, white

Best Practices: As mentioned on page 3 question 2, Briarpatch incorporates many best practices into our services provision. These include: Positive Youth Development, Trauma-Informed Care, Harm-Reduction, and Balanced and Restorative Justice. In addition, Briarpatch approaches our work with communities using the Asset-Based Community Development model (ABCD). The ABCD model views communities as the experts about their needs and strengths, and attempts to harness those strengths to create sustainable, community-driven development. With this model in mind, we will recruit and hire our staff from within their respective communities. This will ensure that our supervisors are able to address the needs of the communities in which we work with expertise, and that we are developing the most valuable assets in the community, the people. Further, we will focus on hiring staff that reflect the racial and ethnic backgrounds of our participants to enhance their ability to connect with participants and to allow participants to work with positive adult role models that look like them.

Incorporating Past Experience: Learning from past experience is central to Briarpatch's service provision. With 30 years of experience providing youth employment services, Briarpatch has a rich history of experiences and connections to draw upon. As mentioned previously, the agency collaborates closely with other service providers and engages in ongoing efforts to incorporate client feedback in order to improve service delivery.

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

Briarpatch performs outreach to schools, churches, community centers, youth centers, law enforcement agencies, and to other organizations that have regular contact with youth. Staff from RHY programs actively seeks to engage LGBTQ+ youth, youth of color, and youth from low-income families. In addition, the agency maintains collaborations with the Gay/Straight Alliance for Safe Schools; Family Service Madison, Inc.; local Gay/Straight Alliances which are run entirely by high school students; the Access Health Services; the Madison Area Literacy Council; Centro Hispano, Inc.; the Urban League of Greater Madison, Inc.; and United Refugee Services, Inc. These collaborations facilitate outreach to clients served by these organizations, provide opportunities for recruitment of minority staff and volunteers, and help our staff make culturally sensitive referrals to youth and their families.

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.

Complementing the above mentioned outreach and collaboration efforts, the agency directly solicits input from clients in the target community and those involved in service provision. Briarpatch's Board of Directors has a

designated position for youth. Briarpatch also distributes satisfaction surveys to clients on an ongoing basis and makes follow-up phone calls to determine program outcomes and to gather information for future program planning.

As part of the program evaluation process, Briarpatch places a high value on youth input and client feedback. Clients of YJC receive regular follow-up calls from program staff for 12 weeks after job placement. These calls are critical in assessing program effectiveness and determining if client needs have been met. Client satisfaction surveys are used to solicit feedback for program evaluation and planning purposes.

Finally, as part of Briarpatch's recently completed 5-year strategic plan, a key recommendation is the establishment of a youth advisory board to work along-side the existing Briarpatch Board of Directors.

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: Briarpatch Youth Services, Inc.
Total Amount Requested: \$200,000
Contact Name and Email for Budget Info: Shannon Algrem; shannon.algrem@briarpatch.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	1,271,943						1,271,943
UNITED WAY DANE CO	70,724						70,724
CITY CDD-This Application	200,000	100,000	50,000	50,000			
OTHER GOVT*	843,000						843,000
FUNDRAISING DONATIONS**	315,560	10,125					305,435
USER FEES	95,500						95,500
TOTAL REVENUE	2,796,727	110,125	50,000	50,000	0	0	2,586,602

*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	1,835,945	89,195	34,437	34,437	16,553	16,553	38,205	38,205					1,746,750
Taxes/Benefits	496,623	38,525	18,237	18,237	9,240	9,240	11,048	11,048					458,098
Subtotal A.	2,332,568	127,720	52,674	52,674	25,793	25,793	49,253	49,253	0	0	0	0	2,204,848
B. OTHER OPERATING													
Insurance	46,303	854	422	422	216	216	216	216					45,449
Professional Fees/Audit	89,900	0											89,900
Postage/Office & Program	6,250	0											6,250
Supplies/Printing/Photocopy	14,250	1,703	843	843	430	430	430	430					12,547
Equipment/Furnishings/Depr.	66,000	0											66,000
Telephone	37,645	284	140	140	72	72	72	72					37,361
Training/Conferences	15,000	0											15,000
Food/Household Supplies	12,000	0											12,000
Travel	7,500	114	56	56	29	29	29	29					7,386
Vehicle Costs/Depreciation	6,500	0											6,500
Other	7,000	0											7,000
Subtotal B.	308,348	2,955	1,461	1,461	747	747	747	747	0	0	0	0	305,393
C. SPACE													
Rent/Utilities/Maintenance	52,586	0											52,586
Mortgage Principal/Interest	0	0											0
Depreciation/Taxes	0	0											0
Subtotal C.	52,586	0	0	0	0	0	0	0	0	0	0	0	52,586
D. SPECIAL COSTS													
Assistance to Individuals	0	0											
Participant Wages	63,982	63,982	42,330	42,330	21,652	21,652							0
Participant Taxes/Benefits	5,343	5,343	3,535	3,535	1,808	1,808							0
Other	33,900	0											33,900
Subtotal D.	103,225	69,325	45,865	45,865	23,460	23,460	0	0	0	0	0	0	33,900
TOTAL (A.-D.)	2,796,727	200,000	100,000	100,000	50,000	50,000	50,000	50,000	0	0	0	0	2,596,727

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

Briarpatch Youth Services, Inc.

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

Title of Staff Position*	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023
	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	0.03	0.01	0.01			0.05	106,040	31,247	137,287	50.98	6,864
Program Director	0.03	0.01	0.01			0.05	82,680	29,372	112,052	39.75	5,603
Development & IT Director	0.03	0.01	0.01			0.05	69,264	13,485	82,749	33.30	4,137
Director of Finance	0.03	0.01	0.01			0.05	66,248	27,339	93,587	31.85	4,679
Program Coordinator	0.20	0.10	0.10			0.40	42,640	10,721	53,361	20.50	21,345
Youth Counselor	0.35	0.18	0.17			0.70	36,608	9,539	46,147	17.60	32,303
Youth Counselor		0.25	0.75			1.00	35,568	17,221	52,789	17.10	52,789
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
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						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	0.67					2.30	439,048	138,924	577,972	211.08	127,720

*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

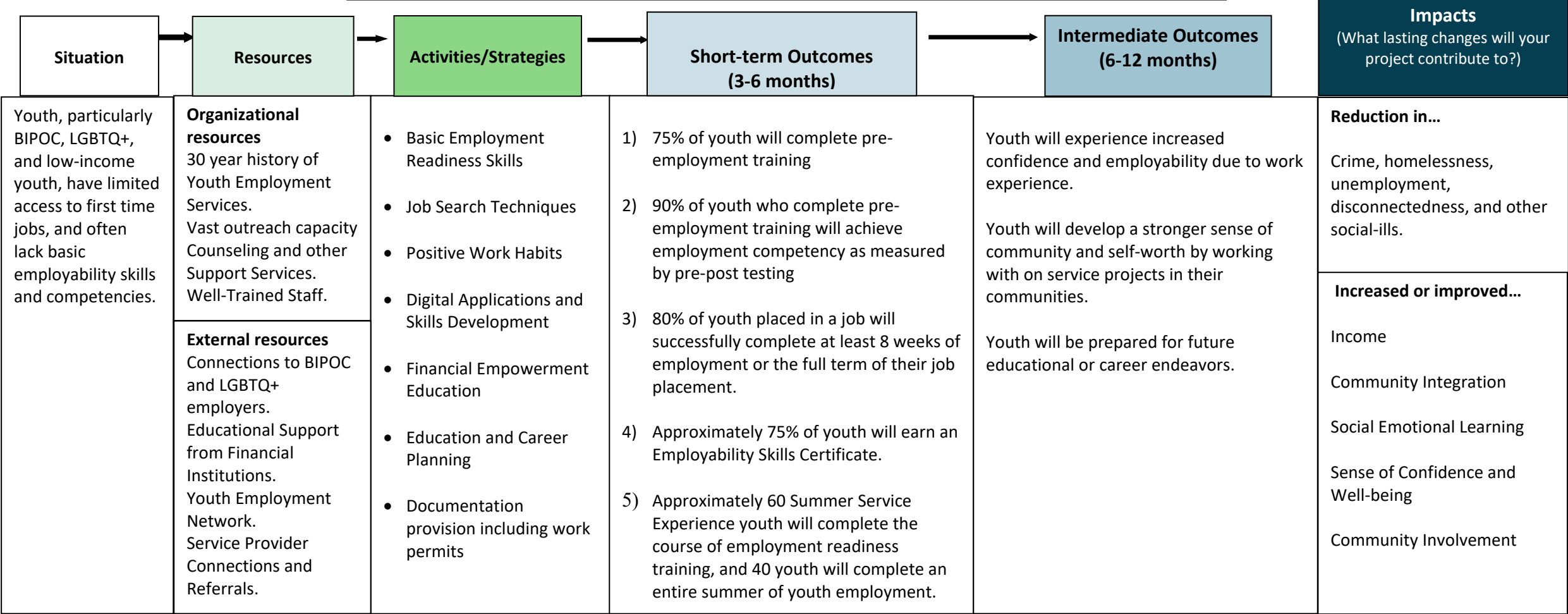
Please name each program you are requesting funding for next to each funding request.

**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	Youth Job Center and Summer Service Experience	PERSONNEL	52,674
		OTHER OPERATING	1,461
		SPACE	0
		SPECIAL COSTS	45,865
		TOTAL	100,000
B	Minority Business Youth Employment Project	PERSONNEL	25,793
		OTHER OPERATING	747
		SPACE	0
		SPECIAL COSTS	23,460
		TOTAL	50,000
C	Mentorship 101	PERSONNEL	49253
		OTHER OPERATING	747
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	50,000
D		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			200,000

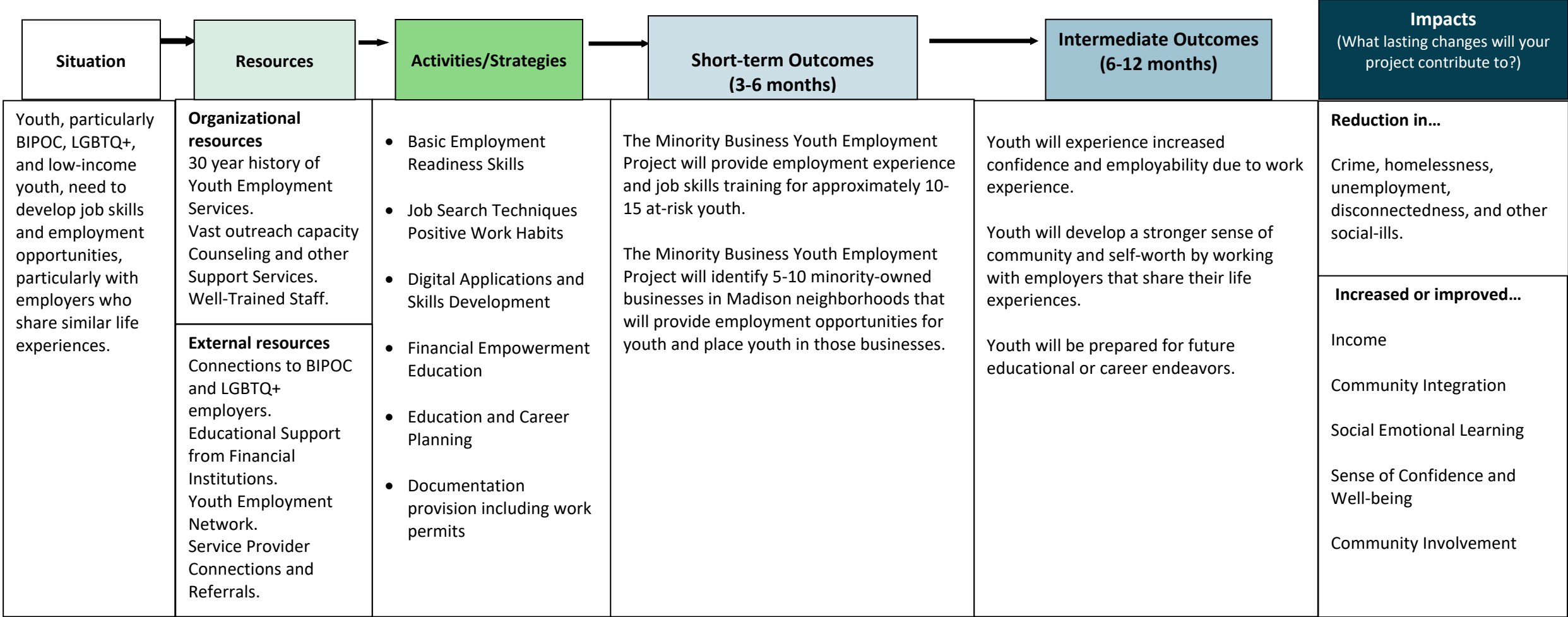
Briarpatch Youth Services Youth Job Center and Summer Work Experiences

Outcomes
1: Youth will be prepared to enter the workplace
2: Youth will gain work experience and competencies



Briarpatch Youth Services Minority Business Youth Employment Project

Outcomes
 1: Provide employment experience and community service opportunities for at-risk youth
 2: Connect minority owned-businesses with youth with barriers to employment.



Briarpatch Youth Services Mentorship 101 Program

Outcomes
1: Youth will be prepared to enter the workplace
2: Youth will gain work experience and competencies

Situation

Resources

Activities/Strategies

**Short-term Outcomes
(3-6 months)**

**Intermediate Outcomes
(6-12 months)**

Impacts
(What lasting changes will your project contribute to?)

Youth, particularly BIPOC, LGBTQ+, and low-income youth, have limited access to first time jobs, and often lack basic employability skills and competencies.

Organizational resources
 30-year history of Youth Employment Services.
 Vast outreach capacity
 Counseling and other Support Services.
 Well-Trained Staff.

External resources
 Connections to BIPOC and LGBTQ+ employers.
 Educational Support from Financial Institutions.
 Youth Employment Network.
 Service Provider Connections and Referrals.

- Basic Employment Readiness Skills
- Job Search Techniques
- Positive Work Habits,
- Digital Applications and Skills Development
- Financial Empowerment Education
- Education and Career Planning
- Documentation provision including work permits
- Internship and Career Patchway Placement
- Career Interest Development Workshops
- One-on-one and small group mentorship

- 1) Briarpatch will hold at least 12 workshops (hip-hop music/music production, cooking, LGBTQ+ organizing, art, sports, etc.) annually.
- 2) Briarpatch will provide, job search guidance, resume building, financial literacy, and job skills training to at least 40 youth annually.
- 3) Briarpatch will work with at least three employers involved in the interest areas identified above to create internship opportunities that program participants can move into.

Youth will experience increased confidence and employability due to internship and work experience.

Youth will be able to explore their interests and connect those interest to future career opportunities.

Youth will be prepared for future educational or career endeavors with employment options.

Reduction in...
 Crime, homelessness, unemployment, disconnectedness, and other social-ills.

Increased or improved...
 Income
 Community Integration
 Social Emotional Learning
 Sense of Confidence and Well-being
 Community Involvement

August 15, 2022

Dear City of Madison Grant Selection Committee:

On behalf of **Pancake Café Stoughton**, I am writing to support Briarpatch Youth Services' application for Youth and Young Adult Employment Programming. We have worked with Briarpatch for many years, and appreciate their quality programming, professional staff, and strong connections to our community.

Briarpatch's training, job placement, and employment mentorship services put youth on the right track to become successful adults. Their diverse staff, professionalism, and connections to under-served communities make them uniquely positioned for provide programming for youth and young adults. Their 50 year history in our community, and connections to businesses owned by people of color mean they can successfully administer their proposed programming.

Please fund their programming applications for youth and young adults.

Sincerely,

Drew Mitchell Ghelfi
Operator
Pancake Café Stoughton



2670 Milwaukee Street | Madison, WI 53704

www.operationfreshstart.org

Phone: 608-244-4721

Fax: 608-244-8162

August 15, 2022

Dear Grant Selection Committee:

I enthusiastically offer the support of Operation Fresh Start for Briarpatch Youth Services' youth employment applications. Briarpatch and Operation Fresh Start have worked collaboratively to provide employment services for several decades.

Our two agencies have a synergistic relationship in providing employment services to youth and young adults. Briarpatch provides much needed training and placement services for youth, and is a frequent referral source for Operation Fresh Start services.

Briarpatch and Operation Fresh Start work together to provide a transition from youth employment to more adult oriented training and programming. As Briarpatch clients move into adulthood, Operation Fresh Start is able to provide them with the training and skill development needed for them to be successful as adults.

For more than 50 years, Briarpatch Youth Services has been a successful provider of youth employment services. Their diverse staff and connection to minority employers means that they are uniquely positioned to connect youth the barriers to employment -- particularly youth of color, low-income, and LGBTQ+ youth -- to the training and job opportunities youth need to be successful.

In Madison, Briarpatch Youth Services is ideally situated and well qualified to provide youth employment services. We support their proposal and encourage you to fund their programming.

Sincerely,

Greg Markle
Executive Director
Operation Fresh Start





August 17, 2022

Dear City of Madison Grant Selection Committee:

On behalf of Summit Credit Union, I am writing in support of Briarpatch Youth Services' application for Youth and Young Adult Employment Programming. We have worked with Briarpatch for many years, and appreciate their quality programming, professional staff, and strong connections to our community. Summit Credit Union is excited to build off a strong existing partnership with Briarpatch as we move forward on this project.

Summit has a desire to help students understand the benefits of using a financial institution for banking services, including information on how to understand terms, services, account options, potential charges associated with banking, and how to navigate opening an account on your own for the first time. Our commitment to financial empowerment can be seen through our many community partnerships with youth focused organizations across South Central Wisconsin.

As a partner with Briarpatch Youth Services, Summit Credit Union is invested in making sure that participants have access to a robust system of support, education, and resources for their financial wellbeing. We look forward to providing even more financial wellness education to a community where we already have established relationships with youth and adults. We are also committed to working closely with Briarpatch Youth Services to provide participants in the program with access to opportunities that are not only relevant to their skills and interests, but also primed for growth and development to lead to financially empowered adults.

Briarpatch's training, job placement, and employment mentorship services put youth on the right track to become successful adults. Their diverse staff, professionalism, and connections to under-served communities makes them uniquely positioned to provide programming for youth and young adults. Their 50 year history in our community, and connections to businesses owned by people of color mean they can successfully administer their proposed programming.

Thank you for your time and consideration of this expanded partnership.

Sincerely,

A handwritten signature in cursive script that reads 'Kristel McHugh'.

Kristel McHugh

Community Impact Financial Education Specialist

SummitFinancialEducation@summitcreditunion.com