



# 2019 Emerging Opportunities Program Application

Submit Application to: [EOPapplications@cityofmadison.com](mailto:EOPapplications@cityofmadison.com)

Deadline: 12:00 pm CST (noon) on October 16, 2018

*Late applications will not be accepted*

Please limit your proposal and responses spaces provided in this form. Any materials submitted in addition to this application form will not be considered in the evaluation of the proposal. *Do not attempt to unlock or alter this form.*

**If you need assistance with this proposal or are unclear about how to respond to any questions listed below, please contact CDD staff at 266-6520.**

Agency or Group:	Madison Starlings, Inc.	Amount Requested:	\$20,000
Title of Proposal:	Sustaining the Progression of Equity - Madison Starlings Volleyball		
Project Type	Building Organizational Capacity		
Project Description:	<p>We have built this nonprofit since 2012 and player numbers have increased from twelve to 100, and we are on ace to increase our numbers again. We need to increase our organizational capacity by adding a part-time accountant, fundraising director, activity scheduler and volunteer coordinator.</p> <p>Currently, all of these people are volunteers and to ensure conscientious growth, we need to invest in people, procedures and training for efficiency and efficacy. Our vision is that these positions will become long-term and full-time when our fund-raising becomes more robust and systematic. Paid employees, selected for non-profit skillsets will enable us to do this.</p>		
Contact Person:	Lauri Schwartz	Email	madisonstarlings@gmail.com
Address:	4014 Birch Avenue Madison WI 53711	Telephone:	(608) 335-3953
Is this Group a 501 (C) (3)?	Yes or No Yes	If no, applicant will need to secure a fiscal agent with 501 (C) (3) status	
Applicant Organization founded (Year):	2012		
Name of Fiscal Agent (if Applicable):		Fiscal Agent Phone:	
Fiscal Agent Contact Person:		Fiscal Agent Email:	

**Contact Us! CDD staff are committed and willing to help interested groups understand and work through program requirements. Call Nancy Saiz at 266-6520 or check out the staff directory on our website for a list of staff, their focal areas, and contact information.**

## 1. Project Description

### a. What is the goal of your project? (500 characters)

The goal of our project is to increase sustainability of our organization by increasing the professional capacity of the administrative arm of the Madison Starlings. Until this point, we have all been volunteers, piecing together the time and tasks necessary to grow. Hiring personnel that have the skill sets of non-profit organizing, bookkeeping, grant-writing, scheduling and volunteer oversight is essential to our continued positive support of low income and minority youth of Madison.

### b. Intended Service Population: (500 characters) Describe the intended service population that will be impacted by this project (e.g., location, ages, ethnicities, income ranges, English language proficiency etc.). Ultimately, our athletes will be positively impacted by our plan to increase our organizational capacity. Our service population includes a focus on low income and minority youth in Madison. However, we are open to all who share our commitment to inclusiveness. Our athletes primarily reside in Madison, with the highest percentage coming from the east side and high percentage from low income homes. Every year over 50% and up to 90% of our players qualify for free/reduced lunch. Ages 12-18.

### c. Project Design: (5000 characters) Describe your proposed project activities. How will these activities help you accomplish your stated goals? Include information about key parts of your project that help us understand how you will accomplish your goals and how these funds would be used.

With the Emerging Opportunities Program funding, Madison Starlings will seek part-time employees in the following administrative areas: fundraising and grant-writing (40%FTE), accounting and bookkeeping (40% FTE), volunteer recruitment and website design (40%FTE), organizational tasks including communication, uniform organization, and meeting scheduling/facility contract negotiations (40%). It is necessary for all of these people to become part of the thriving non-profit management network in Madison. We would support training and professional development for these employees. Our goal is that ultimately one or two people would be able to take this on as full-time work and this will come to fruition if we have trained professionals at the helm. It may make sense to consider a graduate from a Madison College Administration program and we will recruit there. Alternatively, we may be able to develop an internship for someone in a program like that for their final semester. Their supervision by college personnel would certainly benefit our organization. In the area of fund-raising and grant-writing, we would hire a person who has experience and understanding in grant-writing and the issues of cash flow, reimbursement and program tracking. This person would also organize and track our fundraising program, creating a meaningful timeline with prioritized categories of fundraising. Working closely with that person would be our accounting/bookkeeping person who would be responsible for paying bills, creating a budget, financial reporting, understanding the contracts with respect to facility rentals, overseeing the purchase of insurance and doing all of the banking. We have a close working relationship with Summit Credit Union and work to educate our athletes with respect to financial literacy. We extensively use a volunteer network to support our athletes providing everything from rides to assistance with uniforms and equipment. It is absolutely necessary to hire someone with a "big-picture" vision of the scope of our volunteers and their needs. It makes sense to have this person maintain and monitor our website as our sign-ups for volunteer hours is done through the website. This person would work closely with the person hired for purposes of communication, meeting scheduling and uniform maintenance. This final person would monitor the madisonstarlings e-mail site and make sure information is received by the appropriate persons in the organization. Scheduling meetings and facilities would be in this person's job responsibilities likewise sharing information with the accountant. Currently, all of these tasks are performed by the directors, people on the Board of Directors and some parent volunteers. It is unsystematic and fragmented as all of these caring people also have jobs, families, school and busy lives. The support of youth who do not have access to "pay for play" sports is very important to them all, thus they have spent thousands of hours doing what they could to move the club forward. With their help and support, the club has grown exponentially. The important work of marketing and extending the opportunity to more Madison youth is what they will

focus on when not spending so much time on administrative tasks which would be more systematically completed by employees with defined roles and responsibilities.

d. Proposed Timeline for Implementation

Activity	Estimated Start and Completion Dates
Hiring Accountant/Bookkeeper	2/2019 - 12/2019
Hiring Communications Manager	2/2019-12/2019
Hiring Contract Negotiator	2/2019 - 12/2019
Hiring Volunteer Manager	2/2019 - 12/2019
Participation in Professional Development	3/2019-5/2019
Professional Development Activities	3/2019 - 5/2019

2. Applicant Organization or Group: (2500 characters) Briefly describe the structure of your organization. Include information about your board and/or volunteers. Please describe any successes you have had that relate to the proposed project. (10 Pts)

Madison Starlings Volleyball, Inc. has been totally a volunteer organizations to this point. We have a Board of Directors which consists of a President, Vice-President, Secretary and Treasurer and at-large members. Board meetings occur on a monthly basis and focus on budgets, timelines, goal-setting and fiscal management within the context of our organizational goals. We are dedicated to creating the opportunity for youngsters to participate in a traveling, competitive volleyball experience with challenging tournaments, top-notch coaches and a culture of inclusion and acceptance. Instead of paying a membership fee, our athletes participate in community service in lieu of the ~\$400 or more youth often pay to be on a competitive volleyball team. For example, athletes volunteer at UW hockey games, basketball games, host Serve-a-Thons, and make and serve food at many other events. Our athletes teach volleyball skills on days when school is not in session. This takes place at the Salvation Army. During the summer, our athletes taught over 100 kids enrolled in city summer camps the skill sets necessary to play volleyball. More importantly, they taught about exercise, outdoor play, teamwork and sharing. All of our coaches are volunteers and are former college and university players. Some coach currently during the high school season. Many of our coaches play on the UW club team and several of our coaches attend Edgewood College. Some of our coaches are professionals in the community and all are excellent role models and mentors. There are many more volunteers that make our club work. We have volunteers who drive athletes to practice and tournaments. Parent volunteers accompany teams and keep track of uniforms. Volunteers work at try-outs and help with enrollment and membership. This club has grown from twelve players to over one hundred. Word gets out about opportunity and it is very exciting. This year's tryouts were the best attended this far. The greatest success is seeing youngsters from all over the city become friends, support one another and make their respective high school teams. The National Starlings organization is committed to opportunity as we are: <https://www.starlings.org/nationals> - please refer to their website. There you will see a truly inspiring story of this year's national championship in California. Being able to compete there was our athletes' dream. We made it! We still cannot believe it. Dreams come true!

3. Alignment: (2500 characters) Briefly describe how your proposed project aligns with City, neighborhood or community based planning processes, data, or reports. (10 Pts)

The mission of the Madison Starlings is "pursuit of excellence through respect, integrity and leadership." This mirrors the mission of the City of Madison Emerging Opportunities Program. The City of Madison is dedicated to supporting "what works" for youth development and our organization has demonstrated positive outcomes in our most challenged neighborhoods with youth who do not have access to the privileged world of sports participation.

In reference to the Dane County Youth Assessment (DCYA), we can see that our program's mission addresses data summarized in this report. By focusing on building professional and organizational capacity, we can better meet the needs of our most vulnerable young people. For example, the DCYA reports that 61.9% of low income youth report feeling depressed as compared to 15.1% of their more affluent peers. High school females are more likely to report depressive symptoms than males (34.2% vs 18.3%). Low income high school students report a higher rate of suicidal thoughts (46.1%) than their more affluent peers (13.2%). Our program that primarily focuses on low income, minority girls directly addresses youth stressors by having positive role models, access to mentoring, exercise, and education around a healthy life style. We are realistic that we all need to deepen our professional capacity around all of these issues, which is addressed in the professional learning portion of this grant.

In hiring professionals to focus on sustainable organizational practices we will partner with Madison College (possibly paid interns), United Way and Badger Region Volleyball. All of these organizations have insights into how to build successful nonprofits. We plan to have our newly hired managers and our Board of Directors participate in "Non Profit Development Training". One course is offered by the Goodman Center and there are likely more available through the University of Wisconsin - Madison.

4. Community Engagement: (2500 characters) Briefly describe how residents and the community who may benefit from this project have been involved in the development of this proposal. (10 Pts)

The Madison Starlings organization has developed deep ties with families and youth on the North and East sides of Madison in neighborhoods that have been affected by poverty and violence. Additionally, we have forged positive relationships with school staff and administrations. Our practices and open gyms are held at neighborhood facilities: Warner Park Community Center, Goodman Community Center, the Salvation Army, East High School, Lussier West, Wright Middle School and Memorial High School. These facilities are accessible with respect to public transportation and represent safe and welcoming environments. We work closely with the facility staff members and all of these organizations are supportive of our mission of creating opportunity for historically underserved youth populations. During the initial implementation of our Safe and Thriving grant, we created neighborhood opportunities stressing teamwork and physical fitness for eight weeks in the summer of 2018. Our athletes taught at six different summer programs serving hundreds of children from age five to sixteen. We continue to build on the relationships established with staff, youth and parents who participate in neighborhood center programs. Our current athletes earned stipends for teaching skills to summer program youth. High school credit is being earned as our athletes work to earn an Employability Skills Certificate through MMSD. At neighborhood-sponsored block parties our athletes represented Madison Starlings by setting up nets and leading organized volleyball play on a drop-in basis.

Our Board of Directors includes community members and parents who are committed to increasing opportunities for youth. We communicate through our website and electronically to players, athletes and prospective players. We are regularly featured in the Northside News.

We have deeply studied the Dane County Youth Assessment (DCYA) and the Race to Equity report as foundations for our work. Specifically, the DCYA reports an increase in teen anxiety, an increase in depression (especially in females) and a significant increase in suicidal ideation. Research shows the positive relationship a sense of belonging, a healthy lifestyle and positive relationships with mentors has in reducing anxiety.

We desperately need systematic, consistent organizational stability and we are confident that hiring professionals will enable us to serve more youth and families better.

5. Collaboration: (2500 characters) Briefly describe any collaboration or coordination with other organizations or service providers in the development of this proposal. (5 Pts)

Madison Starlings' work with the City of Madison through the Safe and Thriving Communities grant has advanced our relationship with the City of Madison as well as helping our relationship with all community center personnel to positively grow. This grant focused on community and youth and next logical steps are organizational. Madison Starlings has worked with Madison Public Library, Madison Parks and Madison Metropolitan School District (MMSD) to enhance opportunities for youth in our program. Our relationship with Badger Region of USA Volleyball has helped that umbrella organization understand the needs of underserved youth and to change their monetary support structure. In turn, they have been helpful in creating necessary policies and procedures to run a competitive club.

We have a supportive relationship with the Madison Police Department which has supported us financially and by honoring our athletes at their Awards Nights. The Joan Hanson Foundation, Molten Diversity Grant, Rubin for Kids and the Optimists' Club all have financially supported and have been community advocates for our program. The Northside Planning Commission has been instrumental in teaching us about the ins and outs of nonprofit reporting and record-keeping.

All of the organizations with which we partner are committed to accountability, efficiency and equity. The leaders of these organizations share their "growing pains" and challenges as nonprofits with us and have helped us learn and grow. Central to their wise advice is developing systematic procedures, record-keeping and communication networks to build our organization and credibility. We have been urged to seek out committed professionals to concentrate on these tasks. All of us volunteers have done what tasks need to be done in the midst of managing jobs, families and school. The focus and mindset is significantly different for a person who is compensated for this work and who has been recruited for her/his skill set. We are confident that this "next step" will move our organization to better outcomes for all.

6. Funding: (5 points)

- a) Has your organization received funding from the City of Madison Community Development Division, City of Madison CDBG office, Community Resources, or the Emerging Opportunities Program in the last 5 years? (Please note: Amount and frequency of funding will be considered in scoring this criteria)

Yes       No

- b) What other funding do you anticipate pursuing if the project is expected to continue? (500 characters)

We will continue to write grants and we have found that with one organization's support and positive goals, more organizations are willing to commit funds. Ultimately, we believe that we can turn this project into one or two full-time positions which we will be able to fund.

7. Budget (5 points):

a. Summarize your project budget by estimated costs, revenue, and fund sources.

BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
<b>A. Personnel Costs (Complete Personnel chart below)</b>				
1. Salaries/Wages (show detail below)	15,360	15,360		
2. Fringe Benefits and Payroll Taxes				
<b>B. Program/Project Costs</b>				
1. Program/Project supplies and equipment	1,140	1,140		
2. Office Supplies	200	200		
3. Transportation				
4. Insurance	500	500		
5. Other (explain)				
<b>C. Space Costs</b>				
6. Rent/Utilities/Telephone				
7. Other (explain):	2,800	2,800		
<b>D. TOTAL (A + B + C)</b>	20,000	20,000		

Explanation of "Other" expenses: (500 characters)

Other expenses refer to professional development training with respect to administering a non-profit. For example, there may be a class on negotiating contracts, maintaining databases, grant-writing, fund-raising, designing websites, expanding networks, culturally responsive practices and accounting/bookkeeping practices.

b. Personnel Chart: List all paid staff that will be working on the proposed program/project.

Title of Staff Position	F.T.E.*	Proposed Hourly Wage*
Accountant/Bookkeeper	.40	\$15
Contract Negotiator/Facilities/Uniforms	.40	\$15
Communications Manager/Website/Social Media	.40	\$15
Volunteer Coordinator	.40	\$15
		\$
<b>TOTAL</b>		

\*FTE = Full Time Equivalent (1.00, .75, .50, etc.) 2080 hours = 1.00 FTE Please identify FTE that will be spent in this project.

**-SIGNATURE PAGE-**

City of Madison Contracts:

The following information is provided in order to outline city requirements that will apply if your proposal is funded. All allocated funds will be administered through contracts with the City of Madison, Community Development Division. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected organization. If funded, applicants will be required to attend a **mandatory meeting** on contracting requirements. City purchase of service contracts include requirements regarding non-discrimination, consideration of vulnerable populations along with specific requirements in the following three areas:

1. Affirmative Action:

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02, an Affirmative Action Plan with the City Department of Civil Rights (DCR) or an exemption if allowed by City DCR. For more information on these requirements, please visit the Department of Civil Rights website: <http://www.cityofmadison.com/dcr/programsCCP.cfm>.

2. Insurance

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management:

- Commercial General Liability
- Automobile Liability
- Worker's Comp
- Professional Liability

The cost of this coverage can be considered in the request for funding. The Certificate of Insurance that will be required at the time of contracting is available on the City of [Madison Risk Management website](#).

A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at (608) 266-6520.

3. Signature:

***(Any applications submitted without a signature will be considered incomplete and will not be considered for funding.)***

Applicant Signature:

Enter Name:           Lauri Schwartz

Date:                 10/16/18

By entering your initials  
in the box,

LS
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You are electronically signing your name and agreeing to the terms above.