



School-Age Child and Youth Development Services

PART 1 – ORGANIZATION NARRATIVE FORM

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30 pm CDT, MAY 15, 2023

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

The intent of this application and subsequent contract is for all organizations to present a set of opportunities within the umbrella of one contracted program for each age group, i.e. elementary, middle and high school. Only programs that involve different participants for that age group, separate staff, a different schedule and are not an activity occurring during or as part of another program should be considered a stand-alone program with a separate application.

Responses to this RFP should be complete but succinct. Materials submitted in addition to Part 1 - Organization Narrative, Part 2 - Program Narrative(s) and Part 3 - Budget Narrative will not be considered in the evaluation of this proposal. *Do not attempt to unlock/alter this form.* Font should be no less than 11 pt.

If you need assistance related to the **content of the application** or are unclear about how to respond to any questions, please contact CDD staff: Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com or Mary O'Donnell, Community Development Specialist modonnell@cityofmadison.com. We are committed to assisting interested organizations understand and work through this application and funding process.

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

Legal Name of Organization:	Urban Triage Inc.	Total Amount Requested:	\$150,000
Program(s) included in this application:	Program Name: Supporting Healthy Youth	Amount Requested: \$150,000	
	Program Type: High School Topic, Skill, or Population Focus		
	Program Name:	Amount Requested: \$	
	Program Type: Choose an item.		
	Program Name:	Amount Requested: \$	
	Program Type: Choose an item.		
	Program Name:	Amount Requested: \$	
	Program Type: Choose an item.		
	<input type="checkbox"/> <i>If you are applying for more than four programs please contact Jennifer Stoiber at jstoiber@cityofmadison.com</i>		
Contact Person:	Brandi Grayson	Email: bgrayson@urbantriage.org	
Organization Address:	2312 S Park Street, Madison, WI, 53713	Telephone: (608) 299-4128	

Organizational Qualifications:

1. Organization History and Mission Statement

Our Mission:

Urban Triage transforms culture, institutions, and communities to ensure a humane future.

Our work started in the community due to the increased occurrences of systemic racism within our school district. After seeing too many incidents of Black children suffering abuse at the hands of administrators, security guards, and police, Founder and CEO Brandi Grayson began to organize and mobilize parents, youth, and staff. Soon after, Mike Brown was murdered in Ferguson, MO. Her organizing grew to include state violence and campaigns that focused on how state violence shows up in Dane County, including the criminalization of Black people actualizing as high incarceration rates.

After providing advocacy and mobilizing & organizing protests, campaigns, and other demonstration efforts for three years, Brandi Grayson officially founded Urban Triage as a nonprofit in 2019. Urban Triage's primary goal was to provide transformative educational opportunities to Black families and youth, with the understanding that to provide educational avenues to those most in need, Urban Triage also has to provide services and support to meet the basic needs of those most vulnerable. Since 2019 Urban Triage has grown from two volunteers (including the founder) to more than 23 full-time employees who support our core programs: Supporting Healthy Black Families Workgroup, Supporting Healthy Black Agriculture, Unhoused Neighbors Initiative, Dane County CORE 2.0 (Rental Support), and our newly launched Unhoused Youth Initiative which includes an emergency shelter for youth parents, scattered transitional housing, rapid rehousing and a drop-in center.

2. Describe your organization's experience implementing programming described in the School-Age Child and Youth Development Service Continuum and relevant to the programs you propose in this application. List all current school-age child and youth programs with their inception date.

Urban Triage has been working with youth in Elementary, Middle, and High school in collaboration with MMSD and other partners for more than three years.

In 2020, we ran an afterschool program at Sherman Middle School twice a week for the whole school year. We provided social-emotional learning, personal development, and trauma recovery through our Supporting Healthy Youth curriculum.

In April through July of 2022, we offered a Supporting Healthy Youth program for Black youth ages 13 to 19 in Milwaukee in collaboration with WoLF Studios MKE, a Black-Owned multimedia, multi-genre arts production studio. That program offered trauma recovery, creative self-expression, and history through the lens of Blackness.

Starting in October 2022, we launched the Supporting Healthy Youth curriculum at Thoreau Elementary School for 2nd to 5th graders. The program has two parts: an afterschool component for students every Monday, which provides academic and emotional support, and a Saturday component for parents and students every other week. The Saturday curriculum, Supporting Healthy Black Families, combines somatic processes, trauma recovery, and personal development to inspire breakthroughs in participants and increase their capacity to support and love themselves, their families, and each other. While parents participate, students learn Black

History, self-expression, and advocacy through art, which also provides a tool for trauma relief and expands their awareness and ability to express their needs.

In Summer of 2022, we provided the same curriculum to students at Phoenix Prairie Academy — an alternative high school in the Sun Prairie Area School District. In a 9-week program, students, we explored how the gap between humans is created by the design of our society and how to lessen the gap between ourselves and our families as well as the community.

Additionally, before founding Urban Triage, founder Brandi Grayson worked closely with high school and early college youth from 2015 to 2020 doing grassroots organizing and mobilizing in support of the Black Lives Matter movement. Grayson provided hands-on training about revolutionary movements and organizing, financial support, and on-the-ground support during protests such as the one that filled the State Capitol in response to Tony Robinson’s death and multiple protests in the summer of 2020. Through this work, Grayson has built social capital and trusting relationships with Madison youth.

3. Describe any significant changes or shifts at your agency since 2019 or anticipated changes in the next two years. For example changes in leadership, turnover of management positions, strategic planning processes, expansion or loss of funding. What, if any affects have or will these changes make regarding the agency’s ability to provide proposed services? If there are no changes, write “No changes”.

In collaboration with Dane County, the City of Madison, Community Action Coalition (CAC), and the Tenant Resource Center (TRC), Urban Triage has operated the Dane County CORE 2.0 rental support program since September 2021 to help Dane County residents who live outside of the City of Madison. Supports include rental arrears, forward rent, and security deposits. Over the last two years, Urban Triage has processed over \$20 million in rental support to Dane County residents outside the City of Madison over the last two years. Because the funds for this program were made available by the federal government in response to COVID-19, the program will be ending soon, when the remaining funds are completely distributed. Operating this program has been a significant focus for us, but since the funds are running out, we are now shifting our energy to expanding our transformational education programs for youth. In addition, Urban Triage will launch our re-brand of UT in August of 2023. Clarifying what we do and how we do it. Urban Triage has been doing the work for over 10 years and have been an official non-profit for 3 years. In 3 years we’ve supported over 10,000 individuals and implemented successful, impactful programming within 45 days to support community members and governmental agencies response to COVID.

4. Describe your organization’s experience, education and training requirements for management and school-age child and youth program staff. Include how you support these requirements and other professional development opportunities.

All Urban Triage employees, regardless of race or ethnicity, must complete one of our transformative educational workgroups as a condition of their employment. These workgroups directly and thoroughly unpack trauma and suffering created by racism, poverty, and lack of opportunities and resources. All staff are required to take training on deescalation, LGBTQIA, and 50% of our staff will be certified as Peer Support Specialist by November of 2023. For any of our positions that require direct interaction with youth, we require a minimum of two years experience working with youth and background checks. Additionally, we employ the people we serve. Many of our employees first engaged with us as a recipient of our services, so they understand first-hand the kind of challenges the youth we serve face. We know who our children are. We know how to engage them and enroll them into the possibility of being victorious in their lives. We understand the importance of interpersonal connections within Black culture. We understand that it takes time to build trust and to gain access to an individual’s deepest fears and traumas. And to do the work effectively--small groups are required.

We're committed to our staff's development. And encourage staff to go to conference, attend committee meetings related to our work and find training opportunities and seek approval from their managers. As an organization we've covered certification costs, trauma informed training via our partner organizations, Landmark seminars on personal development and leadership training and we've covered training via Rockwell training institute and Momentum training institution. In addition to our weekly in house leadership training rooted in coaching, communications, boundaries and safety.



School-Age Child and Youth Development

2023 Request for Proposals

PART 2 - Program Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30 p.m. (CDT) on **May 15, 2023**

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Part 2 – Program Narrative Form MUST be completed for EACH PROGRAM for which you are asking for funds.

Responses to this RFP should be complete but succinct. Materials submitted in addition to Part 1 - Organization Narrative, Part 2 - Program Narrative(s) and Part 3 - Budget Narrative will not be considered in the evaluation of this proposal. *Do not attempt to unlock/alter this form.* Font should be no less than 11 pt.

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Legal Name of Organization:	Urban Triage	Total Amount Requested for this Program:	\$150,000
Program Name:	Supporting Healthy Youth	Total Program Budget:	\$207,160
Program Contact:	Brandi Grayson	Email : bgrayson@urbantriage.org	Phone: 608-520-3062

AGE Group and Program TYPE: Select ONE Program Type under ONE Age Group for this form.

Elementary

- Multi-focus School Year Only
- Multi-focus Summer Only
- Multi-focused Year Round
- Topical/ Skill/Population

Middle School

- Multi-focus School Year Only
- Multi-focus Summer Only
- Multi-focused Year Round
- Topical/ Skill/Population

High School

- Multi-focus School Year Only
- Multi-focus Summer Only
- Multi-focused Year Round
- Topical/ Skill/Population

PLEASE NOTE: Separate applications are required for each age group and distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.

1. PROGRAM OVERVIEW

A. **Need:** Briefly describe the need in the City of Madison for the programs included in this application, including the source of the data used in your response.

Urban Triage's (UT) proposal emerges from the needs outlined in the 2023 Child Youth Policy Paper where strategies to address high school youth needs beyond the classroom are outlined. We focus on the needs of high school students who indicate wellness and socio-emotional programming, opportunities to engage in arts and music, and leadership opportunities are areas of critical need. The absence of these needs has been linked to challenges in social relationships, home, and schooling (e.g., performance and attendance). The situation is particularly dire in two Madison-area high schools - La Follette High and Capital High (the schools served in this proposal). The school report card shows that both schools serve large populations of economically disadvantaged students, 50.7% and 80%, respectively. Anecdotal evidence also indicates that 62% of Black students at Capital High do not attend school. As such, new strategies are required to engage youth to decrease truancy and improve academic performance.

There is significant evidence that out-of-school time (OST) programming may help promote positive youth development. This proposal describes an OST program to address a critical need for young adults at La Follette High and Capital High. Research has demonstrated that involving youth in OST programming has the potential to promote positive youth development, which leads to healthy and thriving young adults. Furthermore, we adopt the Big Three model¹ to promote youth development - developing relationships with adult leaders (our facilitators), skill-building activities (UT programming), and meaningful youth leadership (during program interactions, participants may help facilitate). The program outlined in this proposal leverages evidence from prior literature about the design of OST programs while re-tooling existing UT programming to support youth development.

B. **Goal Statement:** What is the goal of your program and how does it align with the scope of work described in the RFP guidelines?

The program outlined in this proposal addresses Goal 2 (*The district and every school in it is a place where children, staff, and families thrive*) and Goal 3 (*African-American children and youth excel in school*) as described in the MMSD's 2018 Strategic Framework.

Since 2017, Urban Triage (UT) has built and delivered programs that foster, develop, and strengthen vulnerable populations, centering Black students, youth, and families in areas of economic empowerment, self-sufficiency, community leadership, advocacy, and family success through transformative education, community engagement, trauma response, healing, and cultural heritage. The activities described below are informed by best practices and empirical research leading to positive learning and socio-emotional outcomes for the populations served in this grant. Our program will achieve these goals by developing school-program partnerships, re-formatting UT curriculum and programs (e.g., Supporting Healthy Black Youth 2020, Thoreau Elementary pilot 2022), and engaging young adults in activities such as homework help, academic support, sports, artistic experiences, and other activities that are known to help young adults develop life skills, form positive relationships with adults, and ease the transition to adulthood.

The program also addresses areas identified as critical needs for high school students in the 2023 Child Youth Policy Paper. Specifically, wellness activities/social-emotional programming, arts and music, and leadership opportunities are needed. Through involvement in our program, we aim to facilitate socio-emotional competence and establish a sense of belonging for youth.

¹ Ettekal, A. V., & Agans, J. P. (2020). Positive youth development through leisure: Confronting the COVID-19 pandemic. *Journal of Youth Development*, 15(2), 1-20.

Program Summary (3-5 sentences):

The program will target junior and senior students at La Follette High and Capital High to extend existing services offered by UT in a safe environment (i.e., UT's Youth Drop-in Center) through Topical, Skill, and Population focus programming. The specific programming activities are flexible but designed to *meet students where they're at*. They include leadership training, financial literacy, music production, spoken word, creative arts, courses focused on socio-emotional learning, and leisure activities. Participation in our program will allow students to obtain graduation credits through the experiential learning requirement. The program will engage parents (similar to UT's Supporting Healthy Black Parents program, which centers on the needs of Black parents, but all are welcome). We also leverage relationships with staff and social workers at both schools who have offered to help recruit and track students and partners who will provide transportation from school to the Youth Drop-in Center. To evaluate outcomes, we will assess youth by conducting pre-program and post-program evaluations of the Social Emotional Learning Competency Assessment (SEL-CA), a self-report measure of social-emotional competencies, including self-awareness, self-management, social awareness, relationship skills, and responsible decision-making, as well as the Sense of Belonging Instrument (SOBI), a 27-item, self-report instrument consisting of two separately scored scales, SOBI-P (psychological state) and SOBI-A (antecedents).

2. POPULATION SERVED

A. Proposed Participant Population: Describe the intended service population that will be impacted by this program (e.g., location, ages, race/ethnicities, income ranges, English language proficiency, if applicable etc.) AND how this population was involved in the development of this program proposal.

This program will recruit juniors and seniors at La Follette High and Capital High. We expect to recruit and enroll ten students at each high school (20). These populations were selected because of the impending transition to adulthood and their likelihood of using/needing Urban Triage's (UT) wrap-around services (e.g., housing support, therapy, and advocacy in navigating systems). We anticipate that most students will identify as minoritized and be from economically disadvantaged backgrounds. Our program is based partly on UT's development and operation of programs serving similar populations.

In preparing this proposal, we sought input from partners at both schools. In our discussions, we found that unlike students at comprehensive high schools in Madison, Capitol High students have never been offered any after-school programming. Students at Capitol High have told our partners that they don't know where to go after school. If they go back to their comprehensive high school, they often find themselves in conflict. Capital High Principal Victor Chukwudebe has told us that our program would fill a gap and create belonging. Additionally, students at Capitol High can earn up to five credits toward graduation by participating in experiential learning programs. Our program is designed to meet the requirements of MMSD's experiential learning program to help those students progress toward graduation, allowing them to obtain employment skills, social-emotional competency, and other critical life skills (e.g., conflict resolution) while in a safe and supportive environment.

While La Follette does have after-school programming, our partners have heard from many Black and Brown students that they don't feel connected to their existing after-school programs (e.g., the homework club) because its structure is too rigid and lacks cultural relevance. They don't feel welcome; if they arrive late, the door is locked, and they cannot join the club. Toren Young, the restorative justice coordinator at La Follette, says Black and Brown students at La Follette High want to be part of something. He says students often gather in the common areas after school ends because they don't have anywhere to go.

B. 2022 Participant Demographics (if applicable): N/A * New program

Race	# of Participants	% of Total Participants
White/Caucasian		
Black/African American		
Asian		
American Indian/Alaskan Native		
Native Hawaiian/Other Pacific Islander		
Multi-Racial		
Balance/Other		
Total:		
Ethnicity		
Hispanic or Latino		
Not Hispanic or Latino		
Total:		
Gender		
Boy/Man		
Girl/Woman		
Non-binary/GenderQueer		
Prefer Not to Say		
Total:		

This is a new program for Urban Triage, so we had no participants in 2022.

C. Language Access and Cultural Relevance: Please describe how the proposed program will serve non-English speaking youth and/or their families. Describe how the proposed program will be culturally relevant to the population served.

The students we intend to serve will likely be English-speaking. However, our program facilitators, who are Black and Afro-Latinx, can relate to students because they share the same cultural upbringing and have likely faced similar challenges (facilitators are Madison born or have lived here over the last 20 years). Our facilitators know from personal experience that Black, Brown, and indigenous youth are the most disenfranchised demographic in Dane County. They have experienced the same barriers these youth experience when engaging with other youth service agencies (financial barriers, cultural differences, and the lack of belonging). The program will also use UT's existing programming developed using evidence-based research and refined with program participant feedback since 2017. Our programs remain relevant and culturally situated in the populations we serve - primarily minoritized residents of Dane County.

D. Recruitment, Engagement, Intake and Assessment: Describe your plan to recruit, engage and address barriers to participation for the identified service population. Explain the intake and assessment procedure you will use for this program.

We plan to leverage existing relationships with partners in MMSD - restorative justice coordinators, principals at both schools and transportation (to and from their schools and Urban Triage). The partners will act as liaisons, facilitating connections between students and UT. Liaisons will identify and recommend students to our program. For each potential enrollee, the liaisons will complete a short questionnaire detailing demographic information, reasons for referral, why the student would be a good fit, and their strengths and weaknesses as potential candidates. Students will be accepted on a first-come-first-serve basis. As with any UT program engaging with youth, parents/permission and waiver of liability forms will be obtained before program enrollment. Upon enrollment in the program, students will complete an intake form that includes an assessment of their social-emotional learning competency and an evaluation of their sense of belonging, connection, and attachment to the community and school. To help evaluate our program, students will be evaluated at the program's midpoint and end on the same assessment criteria.

3. PROGRAM DESCRIPTION AND STRUCTURE

A. Activities: Describe your proposed program activities. If applicable, describe any evidence, research, proven curriculum or documentation of promising practice that supports the programming or service proposed.

Supporting Healthy Youth, our after-school program for high school students provides a supportive community to develop emotional awareness, resilience, and other life skills post-graduation. Our unique curriculum combines trauma recovery with personal development, analyzing the impact of racism on individuals and society. In weekly structured discussions, we explore topics like trauma, racism, and personal power, using popular culture as a lens for analysis. Through creative self-expression activities like journaling, art, and music, students can explore how these topics manifest in their lives and discover their power to create reality.

We also incorporate trauma recovery practices, like somatic and breath work, to help students connect with their bodies. Our program is flexible and responsive to student's needs, with breaks from structured learning for activities like field trips based on student input (some examples might include going to Sky Zone or touring a local black-owned music production studio). Our program aims to foster agency and responsibility in Black youth, creating a sense of belonging and deep social connectedness.

We have experience offering this curriculum to Black adults, Black youth and their families, and white adults. For each audience, we adapt the curriculum to be relevant to their experiences. In this case, we will circularly operate the curriculum. Each time we return to topics we've already introduced, we'll dive deeper into them.

Our program is based on the framework of Dr. Joy DeGruy's work on Post Traumatic Slave Syndrome. Following the foundation set forth by Dr. DeGruy, the program will support Black youth as they examine their adaptive behaviors as a result of living in a racist society, determine if these behaviors serve them and add value to their lives, and replace any maladaptive behaviors with ones that empower and inspire them to bring positive change to their lives, families, and communities. Our methodology transforms and empowers participants to achieve breakthroughs by learning to detach from Black inferiority narratives and replace existing negative thinking patterns that foster empowerment, increased self-efficacy, and investment in themselves and their community.

Past program participants have consistently formed intense, emotional bonds with each other. Participants describe the workgroups as a part class, part therapy, and part friend group; participants regularly re-enroll in our programs, volunteer with us, or become employees of Urban Triage.

Evidence-based models show that Black people thrive when they feel a strong sense of social connectedness and interpersonal relationships at work and in their community. When they feel connected, they show up differently, leading to employment stability, housing stability, and improved interpersonal relationships. And research has found that social connectedness considerably reduces violent crimes, including murders and motor vehicle thefts. Social connectedness especially reduces murders of adolescents and young adults committed during gang and drug activity (Nagin and Paternoster, 1991).

B. Program Schedule: If you are proposing to provide a program at more than one location and the program schedule is the same for all locations, please list all of the locations in the “Location(s)” cell in Table 1 below. If the program schedules vary amongst locations, please complete Table 2 and the question following the tables.

Table 1

Location(s): Urban Triage Youth Drop-In Center, 306 E Wilson St, Madison			
Day of the Week	Time of Year	Start Time	End Time
Monday	School Year		
	Summer		
Tuesday	School Year		
	Summer		
Wednesday	School Year	4:00 p.m.	6:30 p.m.
	Summer	4:00 p.m.	6:30 p.m.
Thursday	School Year		
	Summer		
Friday	School Year	4:00 p.m.	6:30 p.m.
	Summer	4:00 p.m.	6:30 p.m.
Saturday	School Year		
	Summer		
Sunday	School Year		
	Summer		

Table 2

Location(s): Urban Triage office at 2312 S. Park St			
Day of the Week	Time of Year	Start Time	End Time
Monday	School Year		
	Summer		
Tuesday	School Year		
	Summer		
Wednesday	School Year		
	Summer		
Thursday	School Year		
	Summer		
Friday	School Year		
	Summer		
Saturday	School Year	Noon.	2:30 p.m.
	Summer	Noon.	2:30 p.m.
Sunday	School Year		
	Summer		

If applicable, please list the third location and any subsequent locations. Include the specific program schedule(s) differences as compared to the programs included in the tables above.

The Saturday workgroup is designed for the parents of the students. Parents will engage in our Supporting Healthy Black Families curriculum. It'll be held 2x a month (every other Saturday), year-round. Child care is provided for children ages 6 to 12.

C. Frequency, Duration, and Anticipated Attendance: Please complete the table below. If you are proposing to provide a program at more than one location and the program structure is the same for all locations, please list all of the locations in the “Location(s)” cell in the table below. If the program structure varies amongst locations, please complete the rows for “Location #2” and the question following the table for any additional program locations.

	Frequency*	# of Program Hours Per Program Day	Annual Duration**	Adult to Youth Ratio	Anticipated Average Attendance per Program Day
Location #1: Youth Drop-In Center (306 E Wilson St.)					
School Year	2x per week	2.5	7 months	1 to 7	20
Summer	2x per week	2.5	2 months	1 to 7	20
Location #2 (if applicable): Urban Triage’s Direct Hub Training Center (2312 S Park St)					
School Year	2x per month	2.5	7 months	Adults workgroup	22
Summer	2x per month	2.5	2 months	Adults workgroup	22

*Frequency=number of times per week, month, year (i.e. 5 days per week, 2x per month, 4x per year)

**Annual Duration=number of weeks or months annually (i.e. 10 weeks, 6 months)

If applicable, please list any other locations and note any differences in the program structure as compared programs included in the table above.

N/A

4. ENGAGEMENT, COORDINATION AND COLLABORATION

A. Family Engagement: Describe how your program will engage parents/guardians and families in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

We’ve found that our curriculum is the most effective when entire families are moving through it together. That’s why we will offer our Supporting Healthy Black Families curriculum to all parents of students enrolled in this program. Parents will attend our sessions at our 2312 S. Park St. headquarters twice a month on Saturdays from 12 to 230. Childcare for ages 6 to 12 will be provided.

Additionally, we will engage parents in assessing the program's impact on students’ emotional development by having them complete assessments before, during, and while their child/ren participates in the program. We will use the Social Emotional Learning Competency Assessment (SEL-CA): a self-report measure of social-emotional competencies, including self-awareness, self-management, social awareness, relationship skills, and responsible decision-making. As well as the Sense of Belonging Instrument (SOBI), a 27-item, self-report instrument consisting of two separately scored scales, SOBI-P (psychological state) and SOBI-A (antecedents). Our curriculum is designed to be flexible and responsive to the needs of the students and their families. In addition--our methodology is based off our work in the community as advocates, organizers and educators.

B. Neighborhood/Community Engagement: Describe how your program will engage neighborhood residents or other relevant community stakeholders in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

Our curriculum and methodology for the SHBF workgroup were created through community engagement. Our earliest advocacy work was helping parents secure IEPs for their students. Through this work with parents in our community, we heard them talking about the trauma and stress of living in a society affected by white supremacy racism and the impact of not learning their history and not understanding political processes. We developed our curriculum in direct response to these conversations.

These workgroups are extremely valuable to our community. As soon as we open the application for the next cohort, it fills up in two weeks. We consistently have a waitlist

We're also in regular communication with Alder Persons and Dane County Supervisors about our youth programs and have their full support. The implementation of our program is in partnership with MMSD as well as Capitol High and LaFollette High School.

We'll engage the community in the work by providing updates via social media and our newsletters, assessments for parents and students, outreach and community engagement sessions.

C. Collaboration: Please complete the table below and respond to the narrative questions regarding program collaboration with community partners.

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
MMSD	Recruit participants, provide support staff, provide transportation, provide snacks. Principal of Captiol High is and will be hands on in the implementation of the program. In addition to Restorative Justice Coordinator at LaFollette High School.	Laura Glaub, MMSD Social Work Support	Yes
Healing Our Hearts	As-needed grief counseling services, by referral	Felica Turner-Walton	Yes
Our Generations	Group Therapy, Individual Counseling, and Psychoeducation	Ruchita Ervin	No--MOU will be signed in the next week or 2 weeks--draft is included

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

Second Harvest Food Bank has an existing MOU with MMSD that outlines Second Harvest's commitment to providing food and snacks for many programs, including this after school program with Capitol High and La Follette.

How do these partnerships enhance this proposal?

We developed this proposal in direct collaboration with Laura Glaub, Lead Social Worker and Attendance Administrator at MMSD, Toren Young, the restorative justice coordinator at La Follette, and Capital High Principal Victor Chukwudebe, who have all shared the need for this program and helped us shape it.

By identifying students who are a good fit for the program and filling out an application for them, our partners at MMSD will ensure our programming reaches the students who are most vulnerable and who would benefit most from the social-emotional learning and social bonds/connections provided in this program. Additionally, by providing transportation from the schools to our Youth Drop-In center, where our after-school program will be held, MMSD will ensure students can attend this program regardless of their access to transportation. Our longstanding relationship with Healing Our Hearts provides access to grief counseling for participants in our different programs at Urban Triage. Healing Our Hearts is a community-based grief support organization with six certified grief support specialists on staff who are skilled at meeting people where they're at in their grief journey. Because many of the youth we serve are surviving both poverty and racism, they're at a high risk of experiencing trauma and loss. Access to grief counseling can help them heal from these experiences and prevent those experiences from becoming a barrier to their educational journey.

Our Generations, which offers Group Therapy, Individual Counseling, and Psychoeducation, provides crisis training for Urban Triage staff and accepts referrals from Urban Triage for therapy.

What are the decision-making agreements with each partner?

Decision-making agreements are spelled out in each of our MOUs.

Decisions about necessary changes to the program model or each partner's support will be made by consensus and will involve all stakeholders.

D. Resource Linkage and Coordination: What resources are provided to participants and their families by your proposed program? How does the program coordinate and link families and participants to these resources?

Our organization is modeled after revolutionary movements like the Black Panthers, whose aim was to provide wraparound support services while also providing education. Those wraparound services include financial support for unexpected or one-time expenses (like a new pair of shoes, a driver's permit, or varsity letter patches) and advocacy support to help participants and their families navigate the health system, justice system, housing, and education systems in Dane County. Parents who attend the Saturday sessions will also be eligible to receive a \$50 stipend for each week they attend (delivered via check or CashApp).

We can provide that kind of support because we've been advocating for and providing support services to Black folks in Madison and Dane County for the last decade. During that time, we've developed extensive social capital, earned the trust of our community, and built deep relationships with institutions in Madison. We're able to meet folks where they're at, connect them to available resources, and empower them to change their circumstances.

5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

A. Madison Out-of-School Time (MOST) Effective Practices: Please describe how each of the seven basic elements are addressed by your proposed program design. How will you monitor the program during implementation to assess continued alignment with the [MOST Effective Practices](#)? Are there any other program quality standards, tools or measurements that you use with this program? If yes, please list and describe.

Intentional Program Design: Our Supporting Healthy Youth program’s design will draw from the curriculum utilized in our workgroups. The 12-week curriculum is based on 6 hours of weekly adult interactive workgroup work. However, we’ve learned when working with youth that 6 hours translates into 12 hours for youth. Given that we only have 5 hours per week to work with these youth (only 4 of these hours will be interactive), one week of adult workgroup work will be the equivalent of 3 weeks of interactive workgroup work with the youth in this program and will be stretched through the nine months.

This curriculum will allow us some impromptu field trips in response to students’ needs. Our curriculum is designed to be repetitive as repetition fosters learning, strengthens the brain, builds confidence, improves focus, etc. We reserve 2.5 hours for our after-school program because we know that youth need plenty of time to transition from the school day — to chat and connect with their friends, etc. — before bringing their attention and awareness to a new space. Our classroom time ends with 15 minutes of debriefing after the self-expression activity. Then we have 30 to 45 minutes of unstructured hangout time that allows students who want to continue the conversation the space to do so but also meets the need that Dane County youth have expressed for more hangout time.

Supportive Relationships with Youth: Youth who apply to the program are expected to continue attending until graduation. We will keep enrolling youth until we hit our cap, and if students leave for any reason and new openings are available, we’ll enroll new students. By meeting twice a week, year-round for up to two years, participants will have the chance to form authentic relationships.

Community & Family Engagement: Parents are engaged through the parents’ meeting on Saturdays.

Youth Voice & Leadership: While we have a set curriculum, we let the youth decide how quickly we move through the topics. If the youth wants to keep discussing a topic we introduced in the previous session, we dive in deeper. If they’re ready to move on, we move on. If they aren’t in the headspace to talk about anything that day, we’ll take a break.

As our facilitators get to know the students in the cohort, we will begin to identify youth with natural leadership skills. We’ll begin to assign more responsibilities to those youth. Responsibilities may include preparing folders of take-home assignments, summarizing a discussion, or following up with students in one-on-one check-ins.

Racial & Cultural Inclusion: We’re a Black-led organization serving primarily Black youth. Our program directly and thoroughly unpacks trauma and suffering created by racism, poverty, and lack of opportunities and resources. In addition, our program is facilitated by Black people who have shared lived experiences. Because facilitators and participants are from the same communities, this common ground and similar lived experiences create connection and community.

Organizational Management & Staff Support: At Urban Triage, we’re cultivating a revolutionary workplace. We put a premium value on the lived experience of surviving poverty. Each employee goes through the same personal transformation curriculum outlined in this proposal, which means we are all actively modeling what it looks like to engage with these topics on a personal level.

As an organization, we’re constantly working to identify the policies, assumptions, expectations, and norms rooted in white supremacy and redefine them in ways that center our humanity instead of our productivity.

We’re also working with Dr. Tenah Hunt and Dr. Annalee Good to design and conduct evaluations of our programming that will provide hard data for us to use to improve our internal practices, policies, and programs constantly.

Environment & Safety: Our drop-in center is designed to feel comfortable and welcoming to Black youth and other populations, from the decorations to the games available and the furniture. In

addition to the inherent emotional safety that comes from our staff's shared identities with our participants, our staff also receive training on de-escalation methods and how to notice and report signs of physical or sexual abuse.

Our company policies require that two adults are always present when youth are present. We don't allow any touching or physical restraining of youth.

The topics we discuss in our Supporting Healthy Youth curriculum can be very heavy. That's why we spend a lot of time together building trust and creating ground rules to create a safe space for each participant.

We ask each participant to identify the triggers that make them upset, emotional, or uncomfortable and to name what they need to feel safe again in those situations. For example, some students need to be alone when they get upset, so we designate a space for them to go spend some time alone. Other students need to be able to call a family member. Others just need to release some energy by screaming or crying, so we create a space for that.

Finally, because our programming encroaches on dinner time, we also provide snacks and hot food to participants so that hunger doesn't detract from their ability to participate and engage fully.

B. Program Outputs - Unduplicated School-Age Children or Youth and Program Hours

Total Annual Unduplicated Children or Youth participating in proposed program:

We will have 20 students with two adult staff members and one adult MMSD staff member (roughly 7:1 ratio of youth to adults), and it is anticipated that the same 20 students will be served throughout this program unless there is youth that leaves the class in which other students will be brought into the class. There will be 20 youths registered as program participants throughout the entire nine months.

TOTAL ANNUAL UNDUPLICATED YOUTH: 20

In addition to the youth, we will also be supporting their families. Therefore, we will also support approximately 22 adults through this program annually.

TOTAL ANNUAL UNDUPLICATED ADULTS: 22

TOTAL ANNUAL UNDUPLICATED YOUTH AND ADULTS: 42

Total program hours annually:

The youth will attend the program for 2.5 hours per week, two times per week, so a total of 5 hours per week. The program will run for nine months, or 38 weeks, for a total of 190 hours for the youth. We will also support the parents of the youth in our program for 2.5 hours once per month for 9 months or 47.5 hours annually.

Youth Hours: 190 hours

Family Hours: 22.5 hours

TOTAL PROGRAM HOURS ANNUALLY: 212.5 HOURS

C. Program Outcomes

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

We will use assessment surveys: 1. self-assessments (pre-, mid-, and post-program), 2. facilitator assessments (pre-, mid-, and post-program), and 3. parent/family assessments (pre- and post-program).

Please identify at least one Program Outcome for your proposed program(s), from the RFP Guidelines 1.4, that you will track and measure. Complete the table(s) below.

Outcome Objective #1: Social-emotional competency and enhanced life skills				
Performance Standard	Targeted Percent	80	Targeted Number	33
Measurement Tool(s) and Comments:				
<p>To measure this outcome objective, we will use self-assessment surveys and facilitator assessment surveys (pre, during, and post). In addition, we will provide family assessments (pre and post).</p> <p>Some of the measurements will be as follows:</p> <ul style="list-style-type: none"> ● Self-Awareness: the youth and parent’s ability to understand their strengths and limitations. ● Self-Management: the youth and parent’s ability to control their emotions, actions and complete tasks in new or challenging situations. ● Social-Awareness: the youth and parent’s ability to empathize with those around them. ● Relationship Skills: the youth and parent’s ability to consistently make socially acceptable decisions that build positive connections with others. ● Goal-Directed Behavior: the youth and parent’s ability to complete tasks of varying difficulty. ● Personal Responsibility: the youth and parent’s ability to be careful about their actions and contribute to group activities. ● Decision Making: how the youth and parents solve a problem that involves learning from various sources and accepting responsibility for their actions. ● Optimistic Thinking: the youth and parents' attitude of confidence and positive thinking regarding themselves and others. <p>Our goal is for 80 percent of our program participants to score higher on their self-assessments at the end of the program than when they started.</p>				

Outcome Objective #2: Sense of belonging to community and/or school				
Performance Standard	Targeted Percent	80	Targeted Number	33
Measurement Tool(s) and Comments:				
<p>To measure sense of belonging, we will use the Sense of Belonging Instrument (SOBI), which is a 27-item, self-report instrument consisting of two separately scored scales, SOBI-P (psychological state) and SOBI-A (antecedents). We will use this instrument to develop the pre-, mid-, and post-program assessment surveys for the youth and facilitators and pre and post-program for the families.</p> <p>Some of the measurements will include questions related to these 27 items:</p> <ul style="list-style-type: none"> ● wonder if I fit ● not sure if I fit with friends ● describe myself as a misfit ● people accept me ● piece of a jigsaw puzzle ● what I offer is valued ● feel like an outsider ● have no place in this world ● I could disappear for days ● mainstream of society ● observe life rather than participate ● few people would come to my funeral ● feel like a square peg ● I don't fit ● background and experiences are different ● not see or call friends ● feel left out ● not valued or important ● important to be valued by others ● have felt valued in the past ● important that I fit ● I have qualities ● working on fitting in ● want to be part of things ● important that my opinions are valued ● others recognize strengths ● make myself fit <p>Our goal is for 80 percent of our program participants to score higher on their self-assessments at the end of the program than when they started.</p>				

Outcome Objective #3:				
Performance Standard	Targeted Percent		Targeted Number	
Measurement Tool(s) and Comments:				

If necessary, add additional outcome objectives, performance standards, targeted percent, targeted number, and measurement tools:

N/A

D. Data Tracking: What data tracking systems are in place or will be in place to capture the information needed to document demographics, program activities, outcome measures, and expenses?

We use a couple of different software programs to track different data. Below is the list of software programs to capture and report the data for this program:

Keela: This is the database that we use for our program applications. We will use this program to create pre-/mid/post assessments forms. We will be able to run reports to document **demographics** and **outcome measures**.

SAGE: Wegner CPAs handle our accounting and serve as the organization’s Chief Financial Officer. They use SAGE as their accounting software to track all of our expenses. Therefore, SAGE will be used to track and report **expense data**.

Basecamp: This project management software we use for all of our Supporting Healthy Black Families workgroups. This will also be the software we use to track **program activities** for the Supporting Healthy Youth program proposed here. Basecamp allows us to track and measure youth engagement with the take-home assignments that are part of our curriculum. Youth are expected to journal for 10 minutes daily, and we also ask questions for discussion on Basecamp.

6. PROGRAM LOCATION

A. Address(es) of the site where programs will occur:

The program will operate at Urban Triage’s Youth Drop-In Center at 306 E Wilson St., Madison, WI 53703 and 2312 S Park St, Madison WI 53713 at Urban Triage’s Direct Service Hub.

7. PROGRAM STAFFING AND RESOURCES:

A. Program Staffing: Full-Time Equivalent (FTE) – Include employees, AmeriCorps members, and Adult Interns with direct program implementation responsibilities. FTE = % of 40 hours per week.

Position Title	Qualifications or Required Training	Location(s)	Indicate School Year (SY), Summer (SU) or Year-Round (YR)	SY or YR FTE	Summer Only FTE
SHY Program Coordinator	5 years of experience working with youth De-escalation training	Youth Drop-In Center,306 Wilson St and (Admin)147 Butler St, Madison WI	<input type="checkbox"/> SY, <input type="checkbox"/> SU or <input checked="" type="checkbox"/> YR	50%	
CEO	20 years of experience working with youth De-escalation training and building life training	Youth Drop-In Center, 306 Wilson Stt and (admin building) 147 Butler St, Madison WI	<input type="checkbox"/> SY, <input type="checkbox"/> SU or <input checked="" type="checkbox"/> YR	25%	

	programming and curriculum				
Co-Facilitator	2 years experience working with youth De-escalation training	Youth Drop-In Center, 306 Wilson St	<input type="checkbox"/> SY, <input type="checkbox"/> SU or <input checked="" type="checkbox"/> YR	25%	
CFO (Wegner)	50 years experience as a CPA	2921 Landmark Pl Suite 300, Madison, WI 53713	<input type="checkbox"/> SY, <input type="checkbox"/> SU or <input checked="" type="checkbox"/> YR	10%	
Marketing Coordinator	Ten years of experience working as a Marketing Coordinator and 7 years working with vulnerable youth	Youth Drop-In Center, Admin building 147 Butler St, Madison WI	<input type="checkbox"/> SY, <input type="checkbox"/> SU or <input checked="" type="checkbox"/> YR	10%	
Outreach Specialist	5 years of experience working with vulnerable youth and other populations	Youth Drop-In Center 306 Wilson St	<input type="checkbox"/> SY, <input type="checkbox"/> SU or <input checked="" type="checkbox"/> YR	10%	
Restorative Justice Coordinator with Lafollette	8 years working with vulnerable youth within the school district	LaFollette High School	<input type="checkbox"/> SY, <input type="checkbox"/> SU or <input checked="" type="checkbox"/> YR	15%	
Principal of Capitol High	20 years working in public education	Capitol High	<input type="checkbox"/> SY, <input type="checkbox"/> SU or <input checked="" type="checkbox"/> YR	15%	
Please complete the total FTE for the applicable time period	School Year:				
	Year-Round			1.6	
	Summer				

*Use one line per individual employee

Volunteers: If volunteers will have direct contact with program participants, how are they vetted, trained, and supervised?

No volunteers will be used to support this program.

However, we will require one person from each high school (LaFollette High School and City High School) to assist each week. Each person will alternate weeks with the youth. MMSD and both high schools have agreed to fund these positions for their work outside of school time, represented in the MOU provided with this proposal.

B. Other program Resources/Inputs (such as program space, transportation or other resources necessary for the success of your program):

Transportation: Transportation will be necessary to bring the youth from the high schools to our Youth Drop-In location. As part of our Memorandum of Understanding (MOU) with Madison Metropolitan School District (MMSD), MMSD will provide us with funding for transporting the youth from LaFollette High School and City High School to our drop-in center. MMSD has already discussed this with the transportation company at MMSD.

Wrap-Around Support: Our strong partnerships within systems, including mental health in Dane County, provide us with direct access points and in-kind services, granting youth and their families access to wraparound support and mental health resources through this program.

Methodologies: We incorporate different methodologies into our program based on the youth in the room. We may use poetry, spoken word, hip-hop, graphic design, visual design, etc., to support students in developing social-emotional intelligence and self-expression. For instance, we may incorporate hip-hop into the curriculum. “Hip Hop culture, at its core, represents the values of social justice, peace, respect, self-worth, community, and having fun” (Crooke, 2017). For these reasons, hip-hop is increasingly being relied on by teachers, social workers, psychologists, and school counselors as a therapeutic tool for working with youth and adolescents. It increases self-resilience, decreases stress, and inspires youth to feel hopeful about their future by increasing their sense of agency around themselves and their ability to create political and social change (Crooke, 2017). The use of hip hop, a tradition grounded in Black culture, in this transformative workgroup promotes important cultural relevance for non-white children, which ultimately decreases stress from living in an oppressive society and builds communities. This is why we apply different methodologies crafted specifically for the youth audience in the room.

8. BUDGET

- A. **The budget should be submitted with the proposal using the template provided in an Excel document or a PDF. There are five tabs within the Excel spreadsheet: Cover Page, Organization Overview and one sheet for the Program Budget for each age group. The Cover Page, Organizations Overview, and relevant Program Budgets must be submitted with this document for a proposal to be complete.**

The budget template can be found on the [CDD Funding Opportunities website](#).

9. IF APPLICABLE, PLEASE COMPLETE THE FOLLOWING:

A. **Disclosure of Conflict of Interest**

Disclose any potential conflict of interest due to any other clients, contracts, or property interests, e.g. direct connections to other funders, City funders, or potentially funded organizations, or with the City of Madison.

Not applicable.

B. **Disclosure of Contract Failures, Litigations**

Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation.

Not applicable.

APPLICATION FOR 2023 SCHOOL-AGE CHILD AND YOUTH PROGRAMS

1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	Urban Triage Inc.	
Mailing Address	2312 S Park St.; Madison, WI 53703	
Telephone	608-299-4128	
FAX		
Director	Brandi Grayson	
Email Address	bgrayson@urbantriage.org	
Additional Contact		
Email Address		
Legal Status	Private: Non-Profit	
Federal EIN:		

2. PROPOSED PROGRAMS

Program Name:	2024		If currently City funded
	Letter	Amount Requested	2023 Allocation
Supporting Healthy Youth	A	\$150,000	
Contact:			
	B		
Contact:			
	C		
Contact:			
	D		
Contact:			
	E		
Contact:			
TOTAL REQUEST		\$150,000	

DEFINITION OF ACCOUNT CATEGORIES:

Personnel: Amount reported should include salary, taxes and benefits. Salary includes all permanent, hourly and seasonal staff costs. Taxes/benefits include all payroll taxes, unemployment compensation, health insurance, life insurance, retirement benefits, etc.

Operating: Amount reported for operating costs should include all of the following items: insurance, professional fees and audit, postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone, training and conferences, food and household supplies, travel, vehicle costs and depreciation, and other operating related costs.

Space: Amount reported for space costs should include all of the following items: Rent/Utilities/Maintenance: Rental costs for office space; costs of utilities and maintenance for owned or rented space. Mortgage Principal/Interest/Depreciation/Taxes: Costs with owning a building (excluding utilities and maintenance).

Special Costs: Assistance to Individuals - subsidies, allowances, vouchers, and other payments provided to clients. Payment to Affiliate Organizations - required payments to a parent organization. Subcontracts - the organization subcontracts for service being purchased by a funder to another agency or individual. Examples: agency subcontracts a specialized counseling service to an individual practitioner; the agency is a fiscal agent for a collaborative project and provides payment to other agencies.

3. SIGNATURE PAGE

AFFIRMATIVE ACTION

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at cityofmadison.com/civil-rights/contract-compliance.

CITY OF MADISON CONTRACTS

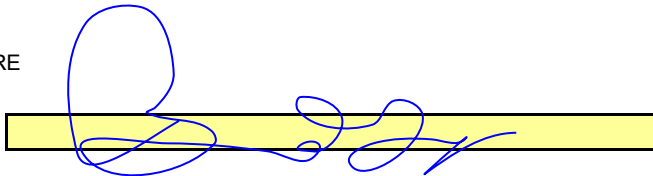
If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

INSURANCE

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management: Commercial General Liability, Automobile Liability, Worker's Compensation, and Professional Liability. The cost of this coverage can be considered in the request for funding.

4. SIGNATURE

Enter name:



By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above.

DATE

INITIALS:

6. BOARD-STAFF DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current board and staff. Refer to application instructions for definitions. You will receive an "ERROR" until you finish completing the demographic information.

DESCRIPTOR	BOARD		STAFF		MADISON*		
	Number	Percent	Number	Percent	GENERAL Percent	POVERTY Percent	R/POV** Percent
	TOTAL		100%		100%		
GENDER							
MAN	2	22%	3	12%			
WOMAN	7	78%	22	88%			
NON-BINARY/GENDERQUEER	0	0%		0%			
PREFER NOT TO SAY	0	0%		0%			
TOTAL GENDER	9	100%	25	100%			
AGE							
LESS THAN 18 YRS		0%		0%			
18-59 YRS	9	100%	25	100%			
60 AND OLDER		0%		0%			
TOTAL AGE	9	100%	25	100%			
RACE							
WHITE/CAUCASIAN	4	44%	2	8%	80%	67%	16%
BLACK/AFRICAN AMERICAN	2	22%	23	92%	7%	15%	39%
ASIAN		0%		0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE		0%		0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER		0%		0%	0%	0%	0%
MULTI-RACIAL	3	33%		0%	3%	4%	26%
BALANCE/OTHER		0%		0%	1%	2%	28%
TOTAL RACE	9	100%	25	100%			
ETHNICITY							
HISPANIC OR LATINO	1	11%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	8	89%	25	100%	93%	81%	74%
TOTAL ETHNICITY	9	100%	25	100%			
PERSONS WITH DISABILITIES	0	0%		0%			

*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES.

AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

**R/POV=Percent of racial group living below the poverty line.

7. Does the board composition and staff of your agency represent the racial and cultural diversity of the residents you serve? If not, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER)

Yes, the board composition and staff directly reflect and represent the racial and cultural diversity of the residents we serve.

8. AGENCY GOVERNING BODY

How many Board meetings were held in 2022	10
How many Board meetings has your governing body or Board of Directors scheduled for 2023?	12
How many Board seats are indicated in your agency by-laws?	10

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

Name	Brandi Grayson			
Home Address	2210 N Rusk Ave; Madison, WI 53713			
Occupation	CEO of Urban Triage			
Representing	President			
Term of Office	Founder	From:	01/2020	To: Current
Name	Catherine Orr			
Home Address	4607 Tonyawatha Trail; Monona, WI 53716			
Occupation	Professor			
Representing	Secretary			
Term of Office	2 years	From:	01/2023	To: 01/2025
Name	Dana Pellebond			
Home Address	2764 Osmundsen Rd; Fitchburg, WI 53711			
Occupation	Executive Director of Nonprofit			
Representing	Member			
Term of Office	2 years	From:	10/2022	To: 10/2024
Name	Kayla Conklin			
Home Address	615 Spring Street, Apt 203; Sun Prairie, WI 53590			
Occupation	HR Coordinator with Park Bank			
Representing	Member			
Term of Office	2 years	From:	06/2022	To: 06/2024
Name	Alex Lindenmeyer			
Home Address	301 W Johnson St Madison 53703			
Occupation	Co-Owner of Short Stack Eatery			
Representing	Treasurer			
Term of Office	2 years	From:	01/2020	To: 01/2024
Name	Sage Weil			
Home Address	3524 Blackhawk Dr, Madison, WI 53705			
Occupation	Self Employed - IT Company and Radio Stations			
Representing	Member			
Term of Office	2 years	From:	01/2022	To: 01/2024
Name	Juan José Fonseca Angel			
Home Address	132 E. Wilson St. # 807, Madison, WI 53703			
Occupation	Self Employed			
Representing	Member			
Term of Office	2 years	From:	01/2022	To: 03/2022
Name	Jessica Snyder			
Home Address	6005 Mayhill Drive, Madison, WI 53711			
Occupation	Manager - Medical Coding at UW			
Representing	Member			
Term of Office	2 years	From:	06/2022	To: 06/2024

AGENCY GOVERNING BODY cont.

Name	Charlene Clay			
Home Address	3721 Manchester Rd Madison WI 53819			
Occupation	Contract Manager			
Representing	Member			
Term of Office	2 years	From:	06/2022	To: 06/2024
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
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Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy

****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	0						
UNITED WAY DANE CO	0						
CITY CDD (This Application)	150,000	150,000					
City CDD (Not this Application)	0						
OTHER GOVT*	0						
FUNDRAISING DONATIONS**	25,110	25,110					
USER FEES	0						
TOTAL REVENUE	175,110	175,110	0	0	0	0	0

*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.

****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 FTE**	2023 FTE**	2023 FTE**	2023 FTE**	2023 FTE**	2023 Total FTE	2023 Salary	2023 Taxes and	2023 Amount	2023 Wage***	2023 Requested
SHY Program Coordinator	0.50					0.50	50,000	9,000	59,000	24.04	29,500
CEO	0.25					0.25	226,000	40,680	266,680	108.65	66,670
Co-Facilitator	0.25					0.25	40,000	7,200	47,200	19.23	11,800
CFO (Wegner)	0.10					0.10	120,000	21,600	141,600	57.69	14,160
Marketing Coordinator	0.10					0.10	50,000	9,000	59,000	24.04	5,900
Outreach Specialist	0.15					0.15	40,000	7,200	47,200	19.23	7,080
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
SUBTOTAL/TOTAL:	1.35	0.00	0.00	0.00	0.00	1.35	526000.00	94680.00	620680.00	252.88	135110.00

City	City
25000	4500
56500	10170
10000	1800
12000	2160
5000	900
6000	1080
114500	20610

CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS

*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

**Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE

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

Title of Staff Position*	2023 FTE**	2023 FTE**	2023 FTE**	2023 FTE**	2023 FTE**	2023 Total FTE	2023 Salary	2023 Taxes and	2023 Amount	2023 Wage***	2023 Requested
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0

						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
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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
						0.00			0	0.00	0
TOTAL:	1.35	0.00	0.00	0.00	0.00	1.35	526000.00	94680.00	620680.00	252.88	135110.00

*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

**Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE

Program Summary

This tab should be completely filled in by your previous answers.

Pgm Letter	Program Name	Program Expenses	2023 City Request
A	Supporting Healthy Youth	PERSONNEL	135,110
		OTHER OPERATING	4,890
		SPACE	0
		SPECIAL COSTS	10,000
		TOTAL	150,000
B	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
C	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			150,000



Memorandum of Understanding (MOU)
Urban Triage And MMSD Schools, La Follette, and Capital High

Urban Triage was awarded funds to support La Follette and Capital High with after -school programming.

General Understandings

If used in this Memorandum of Understanding, these terms shall have the following definitions:

1. "Contract holder" refers to Urban Triage (UT)

Urban Triage agrees to the following:

1. The contract holder is responsible for the management of all grants
2. The contract holder is responsible for executing memoranda of understanding with all partner agencies that Urban Triage identifies as program subcontractors
4. The contract holder agrees to be responsible for communicating any concerns immediately to the contractor to ensure clear communication & transparency
5. The contract holder agrees to process all reimbursement requests within 30 days of receipt of the invoice
6. The contract holder agrees to communicate any changes needed in the MOU --either to decrease the scope of services or increase ---by email immediately upon becoming aware of the need. The contract holder retains the right to make unilateral changes in the MOU.
8. The contract holder agrees to maintain the confidentiality of ALL communications between parties

Madison Metropolitan School District agrees to the following:

Contract Scope of Services:

1. MMSD is responsible for recruiting students for Urban Triage after -school programming
2. MMSD assigns staff responsible for the work performed under the contract scope of services
3. MMSD providing one staff member from La Follette High and Capital High to attend each after -school session in a support role to the Urban Triage staff, helping to keep kids engaged and focused



4. MMSD is responsible for committing \$5,000 towards transportation for after school transportation for La Follette High and Capital High
5. La Follette and Capital High will recruit students for after -school programming
6. La Follette High and Capital High appointed staff will participate in monthly check -in meetings to provide updates and feedback
7. La Follette High and Capital High will provide and maintain clear communication with the CEO, Brandi Grayson, and the Program Manager regarding concerns, questions, clarification, and needs of their agency and the needs of participants
8. MMSD will provide after school snack for participants with partnership of Second Harvest(MOU with district will be updated in July 2023 to include the after school programs)
9. The contract holder agrees to maintain the confidentiality of ALL communications between parties

Scope of Services Provided by Contract Holder

1. That Contractor understands the program's goal is to offer after -school programming for La Follette and Capital High School.
2. It is an expectation that Urban Triage employees create social -emotional learning, leadership, and academic curriculum for students.
3. All products and materials, physical or educational, are owned by Urban Triage.

Consequences of Contractor Quitting Before End of Contract

If the contractor terminates the contract before the end of the term without cause, the following consequences will apply:

1. The contractor will be responsible for any costs incurred by the Contract holder as a result of the early termination of the contract.
2. The contractor will be liable for any damages suffered by the Contract holder due to the early termination of the contract.
3. The Contract holder will have the right to terminate any other contracts or agreements with the Contractor.
4. The contractor will forfeit any payment due for work completed before the termination of the contract.
5. The contractor will be responsible for returning any materials or equipment provided by the Contract holder for the contract.
6. The Contract holder will have the right to seek any other legal remedies for breach of contract, including consequential damages.

These consequences are not intended to limit or replace any other remedies or rights available to the other party under the contract or the law.



Conflict Remediation Protocol

1. The Parties will meet as soon as possible to discuss the nature of the conflict or breakdown.
2. The Parties will attempt to resolve the issue through open communication and negotiation in good faith.
3. If the Parties cannot resolve the issue themselves, they will seek the assistance of an independent third -party mediator to facilitate resolution. Each party will pay one half of the mediator's fees unless it is determined that one party breached the agreement, in which case that party is responsible for the mediator's fees.
4. If mediation is unsuccessful, the Parties will have the right to pursue any legal remedies.

Insurance Requirements

The contractor must have and maintain their insurance, including liability insurance, throughout the contract. The following insurance requirements must be met:

1. The contractor must maintain workers' compensation insurance as required by law.
2. The contractor must have general liability and show proof of a certificate of liability insurance.
3. The contractor's liability insurance must match the general liability limit of Urban Triage, totaling a 1 million dollar limit per occurrence and a 2 million dollar aggregate.

The contractor must provide proof of insurance coverage to the contract holder before commencing work. The insurance policy must name the contract holder as an additional insured and include a waiver of subrogation in favor of the contract holder.

Failure to comply with these insurance requirements may result in the termination of the contract.

Period of Agreement, modification requests, and termination of the agreement

A. Period of Operation and Termination

This MOU will become effective upon signature by both parties and shall remain in effect until terminated. Each party shall have the right to terminate this Agreement at any time and seven days before written notice to the other party.

Violation of any component of this agreement may constitute immediate termination.



B. Amendments

Amendments, including additions, deletions, or modifications to this MOU, may be proposed in writing by either party for consideration. If both parties agree to the revision, the contract holder will amend this MOU and forward the amended MOU to Alan Robinson for signature.

Executions of the signature below and the contract holder agree to abide by the terms and conditions outlined in this document.

For Urban Triage:

Founder/CEO

Date: **5 10 23**

MMSD

5/12/23

Date:



Memorandum of Understanding

Urban Triage

June 1, 2023 to June 30th 2024

Dear Brandi & Urban Triage,

This letter summarizes the agreement between **Healing Our Hearts Foundation** (herein known as the Company or HOH) and **Urban Triage** (organization).

Agreement

The HOH will report to Brandi Grayson for work insights and supervision, with an occasional meeting with Felica Turner-Walton, the Executive Director of HOH, as necessary. The work is defined as—

- Provide up to 3 one on one grief services to each participant enrolled in Supporting Healthy Black Families (SHBF) and Supporting Agriculture workgroup..
- Attend the 1st, 3rd, and final session of SHBF.
- Provide a summarized report, not including identifying information
- The consultant is authorized to spend up to 4 hours per person in the combination of pre-interview, interview, and video clipping for the project.
- Our agreement will be renewed every 3 months for fit. To ensure it's working for both parties.

Payment

This agreement is approved for 60 grief sessions starting **June, 2023** , and to continue through the duration of theMMSD partnership with Urban Triage unless a time extension is approved by the HOH. The contractual hourly rate is \$75/hr per Peer session unless otherwise amended by the Executive Director. Attending 1st, 3rd, and final live sessions of SHBF \$2500 (this include administrative fees, research, and class prep time). Requests for payment are submitted monthly via invoice or work summary. \$2500 to be paid immediately and \$2500 every 45 days.

Ownership

Organization agrees that the work products from the services provided to Healing Our Hearts shall be owned by Healing Our Hearts. That while attribution by collection may be provided, that attribution by post is not required. Nothing contained in this section prohibits the contractor from utilizing the knowledge and experience, in a general nature, acquired in the performance of services for Healing Our Hearts.

Confidentiality

In the course of performing contracted services, the party recognizes that the Contractor may come in contact with or become familiar with the information that Healing Our Hearts or its affiliates may consider confidential. This information may include but is not limited to, Company data, information, systems, and processes, which may be of value to a competitor or routinely considered private for related parties. The contractor agrees to keep all such information confidential.

No Agency



The parties agree that at all times during the term of this Agreement, Consultant shall continue to be an independent contractor (Contractor) and is not authorized as, nor shall be deemed to be an employee, agent, partner, or joint venturer of Healing Our Hearts. Neither party has the authority to bind the other or to incur any liability on behalf of the other, nor to direct the employees of the other. Nothing in this Agreement shall be interpreted or construed as creating or establishing the relationship of employer and employee.

Entire Agreement

This letter and other accompanying documents supersede and replace any prior understandings or agreements, whether oral, written, or implied, between you and Healing Our Hearts regarding this role and project. If you wish to accept this offer, please sign and date below. As required, by law, your employment with the Company is also contingent upon your providing legal proof of your identity and authorization to work in the United States.

Signatures

We agree to the terms and conditions as set out in this agreement

	5 12 23		5 11 23
_____	_____	_____	_____
Felicia Turner-Walton	Date	Brandi Grayson	Date
Executive Director		CEO	
Healing Our Hearts Foundation		Urban Triage	



May 12/2023

Contract Agreement

This contract is entered into by Urban Triage (UT) and Our Generation Inc (OG). The terms of this agreement shall begin on June 1, 2023, and shall continue through termination date May 31, 2024 unless terminated earlier in accordance with the terms of this Agreement. OG and UT agree to work together to deliver comprehensive mental health services, including counseling, therapy, support groups, and educational programs. Both parties will contribute their expertise, resources, and personnel to ensure the effective delivery of services.

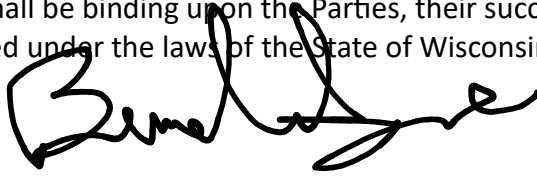
The specific terms of this contract are as follow:

1. OG will only bill for services within their scope of practice.
2. Each hourly service provided by OG during this contractual year will be billed at the rate of \$100. Appointments that are cancelled 24 hours before the scheduled appointment will be considered as "late cancellations". Appointments missed without providing any prior notice or explanation will be considered as "no call, no show" or "NCNS". Late cancellations and NCNS will be charged at the same hourly rate as attended sessions, \$100/hour. OG staff will notify UT of all no call, no shows. Clients are subject to termination/discharge if they accrue more than three NCNS/late cancellations per quarter (Jan-Mar, Apr-Jun, Jul-Sep, and Oct-Dec). Both parties shall maintain accurate records of financial transactions related to this partnership and provide periodic reports as requested.
3. Urban Triage agrees to refer clients to OG for counseling and therapy services and pay for the following services:
 - a. Group Therapy
 - b. Individual counseling
 - c. Co-advocate with Urban Triage advocates to provide support services as needed.
 - d. Psychoeducation
4. Confidentiality and Data Sharing: OG and UT shall comply with all applicable laws and regulations regarding the privacy and confidentiality of client information. Both parties shall establish appropriate protocols and safeguards (i.e. Release of Information (ROIs), consent forms, etc.), as both parties are required to inform clients of this

agreement/partnership. Governance and Communication: OG and UT shall establish a joint governance structure, appointing representatives from each organization to oversee the partnership's implementation and operation. Quarterly meetings shall be established to facilitate effective collaboration, including periodic meetings, progress reports, and other forms of communication as necessary. These meetings will be attended by Ruchita and Brandi and/or another appointed representative within the agencies.

5. Intellectual Property: Each party shall retain ownership of its respective intellectual property brought into the partnership. In the event that new intellectual property is jointly developed during the course of this partnership, both parties shall negotiate and agree upon ownership and usage rights in a separate agreement.
6. Governing Law and Dispute Resolution: This Agreement shall be governed by and construed in accordance with the laws of the state of Wisconsin, without regard to its conflict of laws principles. Any disputes arising out of or in connection with this Agreement shall be resolved amicably through good-faith negotiations between the parties. If a resolution cannot be reached, the parties agree to seek mediation/ arbitration within 30 days of dispute as a means of dispute resolution.
7. Billing:
 - a. OG will invoice billable hours monthly to UT by the 10th day of the following month (i.e. January invoice will be sent by February 10th).
 - b. UT will pay monthly invoices, in full, within 30 days of submission. (i.e. January invoice paid by March 10th, if the invoice was submitted on February 10th)
 - c. OG will pause services if invoices are not paid by the 31st day of submission and clients will be notified of billing changes. Please note: ethical guidelines within the mental health field require providers to refer/transfer clients out if they are not able to continue with current provider. This may require additional sessions that will be applied to the final bill. Please refer to the termination clause below.
8. Termination Clause: Either party can initiate the termination of this contract by writing a 30 day notice to terminate this agreement. A minimum of 30 day notice is required for mental health professionals to inform their clients about upcoming billing changes. This could affect their treatment, thus giving mental health professionals enough time to refer clients to other mental health resources, if needed. Billable hours will accrue during this 30 day notice. Any written notice under 30 days will still be billed for the entire 30 day notice requirement.
9. This agreement, along with any attachments or addenda, constitutes the entire agreement between OG and UT and supersedes all prior agreements, understandings, and communications, whether written or verbal, relating to the subject matter herein. This agreement may not be modified in any manner unless in writing and signed by both Parties. This document and any attachments hereto constitute the agreement between

the parties. This Contract shall be binding upon the Parties, their successors, Heirs and assigns and shall be enforced under the laws of the State of Wisconsin.

A handwritten signature in black ink, appearing to read "Brendan", written over a horizontal line.

Party 1: Urban Triage

(Signature/Date)

5 12 23

(Printed Name/Title)

Party 2: Our Generation Inc.

(Signature/Date)

(Printed Name/Title)