

**City of Madison**  
**Community Development Division**  
Suite 800, 30 W. Mifflin St.,  
Madison, WI 53701-2627



**DRAFT 5/16**  
**REQUEST FOR PROPOSALS**

**RFP #xxxx**

**Community Building and Engagement:  
Leadership Development and Community Action Projects**

**Release Date: June 11, 2018**

**Due Date: 12:00 p.m., NOON  
July 23, 2018**

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## RFP SUMMARY

<b>RFP NUMBER</b>	<b>RFP # 8718-2018</b>
<b>RFP TITLE</b>	<b>Community Building and Engagement: Leadership Development and Community Action Projects</b>
<b>DEADLINE FOR BID SUBMISSIONS</b>	<b>12:00 P.M. (NOON) CDT, June 1, 2018</b> <b>Proposals received after the deadline will not be considered.</b>
<b>SCOPE</b>	<p>The City of Madison is seeking proposals from qualified entities to provide one or more of the following services or projects:</p> <ul style="list-style-type: none"> <li>A. Provide opportunities for leadership development and skill building for residents wishing to do work in their neighborhoods that will increase community cohesion and/or address needs or issues in their neighborhoods.</li> <li>B. Focused, time limited community action projects led by residents that will have a positive effect on Madison neighborhoods.</li> </ul>
<b>Program Dates:</b>	All programs may start on or after September 2018 and must conclude by December 31, 2019.
<b>FUNDS AVAILABLE:</b>	The City of Madison Community Development Division anticipates allocating up to \$107,000 for the two program types.
<b>Application Form and Guidelines</b>	<b>Available at:</b> <a href="#">Community Development Division Funding Opportunities Website</a>
<b>E-MAIL PROPOSAL TO:</b>	<a href="mailto:CDDapplications@cityofmadison.com">CDDapplications@cityofmadison.com</a> <p>All proposals must be submitted electronically via email in the Excel Workbook and Word documents provided. Please put <b>Community Building and Engagement</b> in email subject line.</p>
<b>DIRECT ALL INQUIRES TO:</b>	<p><b>Deon Carruthers</b>    <a href="mailto:dcarruthers@cityofmadison.com">dcarruthers@cityofmadison.com</a></p> <p><b>Nancy Saiz</b>        <a href="mailto:nsaiz@cityofmadison.com">nsaiz@cityofmadison.com</a></p> <p><b>(608) 266-6520</b></p>
<b>RFP CALENDAR</b>	These dates represent the City's desired timeline for implementing this project. Any revision to the due date for submission of proposals will be made by

addendum. All other dates may be adjusted without notice, as needs and circumstances dictate.

Date	RFP Activity
<b>June 11, 2018</b>	Release of RFP
	<b>Application Workshops, Register <a href="#">HERE</a></b>
<b>12:00 p.m. (CST) July 23, 2018</b>	<b>DEADLINE FOR SUBMISSION OF PROPOSALS</b>
<b>Week of Aug 22, 2018</b>	Applicant Presentations
<b>September 25, 2018</b>	Common Council Approval
<b>September 26, 2018</b>	Notification of Award
<b>September Oct 1, 2018 through January 1, 2019</b>	Earliest anticipated contract start date(s)

## SECTION 1: SCOPE OF WORK

### 1.1 Purpose

The Community Development Division of the City of Madison is seeking proposals to support community building and resident engagement in neighborhoods. Funds are available for two project types:

- 1) Organizations that will provide opportunities for leadership development and skill building for residents wishing to do work in their neighborhoods that will increase community cohesion and/or address improve their neighborhoods and;
- 2) Small, focused community action projects that connect residents to their neighborhoods and/or the larger city and engage underrepresented communities in specific projects or activities that will have a positive effect on Madison neighborhoods.

These funds are intended to support leadership development and community engagement in communities that tend to be underrepresented in City processes and decision making- including (but not limited to) rental households, low income populations and populations of color including African American, Latinx, Native American, Southeast Asian and immigrant populations. Proposals that target neighborhoods that have been assigned a City of Madison Neighborhood Resources Team ( Balsam Russet, Darbo Worthington, Hammersly/ Theresa Terrace, Park Edge Park Ridge, Allied Drive, Brams/Burr Oaks, Owl creek, Leopold and Brentwood/Northport are strongly encouraged.

### 1.2 Background

The City of Madison's Community Development Division's programming is reviewed through the lens of its impact on poverty, racial equity, and social justice. CDD supports culturally and linguistically responsive, data informed and evidenced-based projects and activities. Wherever possible CDD seeks to support neighborhood based strategies identified by meaningful resident engagement.

### 1.3 Eligibility

***Note: Potential applicants are required to attend a Community Building and Engagement 2018 workshop or schedule a conversation with City Staff (Deon Carruthers or Nancy Saiz) on their proposal prior to (date) to be eligible to apply. Applications will not be accepted from entities that have not attended a workshop or consulted with staff on their proposals.***

1. Organizational eligibility varies by project type.
  - a. Leadership Development applicant eligibility is limited to non-profit organizations and agencies that have obtained tax exempt status under 26 USC §501(c)(3) OR groups that can secure, as fiscal agents, organizations that have obtained such status. Please see the Fiscal Agent packet available on the Funding Process website for more information. Organizations that are identified to serve as Fiscal Agents on behalf of applicants will be asked to indicate their understanding of the City's expectations and agreement to act on the applicant's behalf. If an organization needs a fiscal agent and is unclear on the process or availability of agencies that would qualify as fiscal agents, please contact Deon Carruthers, Community Development Specialist at 266-6520 or [dcarruthers@cityofmadison.com](mailto:dcarruthers@cityofmadison.com).
  - b. Community Action Project applicants are limited to groups of residents that have secured as fiscal agents, non-profit organizations and agencies that have obtained tax exempt

status under 26 USC §501(c)(3). Please see the Fiscal Agent packet available on the Funding Process website for more information. Organizations that are identified to serve as Fiscal Agents on behalf of applicants will be asked to indicate their understanding of the City's expectations and agreement to act on the applicant's behalf. If an organization needs a fiscal agent and is unclear on the process or availability of agencies that would qualify as fiscal agents, please contact Deon Carruthers, Community Development Specialist at 266-6520 or [dcarruthers@cityofmadison.com](mailto:dcarruthers@cityofmadison.com).

2. Eligible expenditures vary by project type. In awarding grants, the City may identify specific uses for allocations. The proposal may include administrative costs, particularly to support the work of fiscal agents, at a rate not to exceed 15 percent of the total allocation. Capital purchases related to purchase of vehicles or property are not eligible. All awarded funds must be utilized in the timeline outlined in resultant contracts. Any remaining funds not spent by the contract end date will not be available for project use.

## 1.4 Project Scope, Strategies, Outputs and Outcomes

### A. Leadership Development

**Funds available: 1-2 awards will be made for \$30,000- \$50,000 for use in 2019. If applicants can begin programming by Oct 1, 2018 funds may be awarded to support work undertaken in 4<sup>th</sup> quarter 2018.**

This purpose of this funding is to develop leadership skills of residents to promote, support and sustain civic engagement by populations that don't typically participate in city governance, civic processes or city funded neighborhood projects. Skill development should focus on preparing residents to 1) take leadership in building cohesion and engagement in their neighborhoods and communities, and 2) take an active role in City processes and decision making as a change agent for their community, and 3) develop and implement a self-defined, achievable, short term project.

Funded applicants are expected to attend and participate in participate in the Mayor's Roundtable Neighborhood Conference (to be held XXX), and to provide information on the Leadership Development Program and subsequent supported neighborhood projects.

***Note: Potential applicants are required to attend a Community Building and Engagement 2018 workshop or schedule a conversation with City Staff (Deon Carruthers or Nancy Saiz) on their proposal prior to (date) to be eligible to apply. Applications will not be accepted from entities that have not attended a workshop or consulted with staff on their proposals.***

**Strong proposals will include the following STRATEGIES:**

Program Model	Program Elements	Measurable Outcomes
Applicants should effectively engage and serve residents that are interested in developing leadership skills that will be utilized to increase community cohesion and engagement in their neighborhoods.	Resident/participants will identify a neighborhood issue they are wanting to impact through their work or potential project at point of enrollment. Residents/participants will provide the names and contact info of at least 2 other residents that intend to support the focus on the proposed issue or project and/ or the participant as a developing leader.	At least 85% of resident/participants will be low income. At least 75% will be residents of color. At least 50% of resident participants will be renters.
<p><b>Organization will provide 8-12 weeks of small group skill building.</b> Training will incorporate both mandatory pieces and additional areas of interest identified by cohort.</p> <p>Participants who complete at least 80% of training will be eligible to receive “seed funds” for their projects Organizations will identify and plan for needs for child care and transportation.</p>	<p><b>Potential Curriculum Areas:</b> <b>(Bolded topics are mandatory)</b></p> <ul style="list-style-type: none"> <li>• <b>Turning Your Passion (or idea) into Action</b></li> <li>• <b>Relationship Building</b></li> <li>• <b>Communication 101</b></li> <li>• <b>Identifying Resources for Project</b></li> <li>• <b>Running an Effective Meeting</b></li> <li>• <b>Working with the City (CDD staff can assist)</b></li> <li>• <b>Managing Conflict</b></li> <li>• Outreach/Volunteer recruitment and management</li> <li>• Tools/Technology</li> <li>• Community Resources</li> <li>• Fundraising</li> </ul>	<p>80% of participants will complete curriculum</p> <p>Residents will report increase in knowledge in curriculum areas.</p> <p>Residents will have contact with their alders and other representatives.</p> <p>Residents will state they learned 2-3 new skills and confidence in taking leadership in their communities</p>
Participants, with help from applicant, will complete a plan for short term focused neighborhood based project.	Participants project plans will include recruitment strategies, goals, timeline, project design and budget and fundraising plan.	Four weeks after completion of curriculum-Project Plan will be completed and feedback received from program staff
Eligible costs can include stipends for participants, “seed funds” for those that complete training and execute a project, program supplies, insurance and admin costs.	Participants will receive \$500-\$1000 “seed funds” as baseline funding for their proposed projects.	Projects will be completed by end of 2019.

**Recruitment, Intake and Assessment:** Applicants should assess each participants interests, skills, abilities and resources. Slots can be awarded to individuals or partnerships that share a similar/interest/geography and are committed to working together on an issue or project.

**Staffing:** Applicants will ensure that program staff have lived and work experience that will be relevant to the program and the participants.

**Program space and location:** Applicant organizations should articulate how they will ensure that program spaces are welcoming. The majority of program activities must occur in spaces that are accessible to participants to reduce barriers to participation.

**Coordination and Resource Linkage:** Proposals must involve collaborative relationships and resources available in the community that have the potential of supporting the work proposed by residents. For example, utilizing staff from the City, non profit, faith and/or academic communities to provide training and support to resident learners, and/or incorporating site visits and resource documents into classroom curriculum.

**Clear and Measurable Outcomes :**

- At least 70% of participants will report that they have skills and tools necessary to be successful in their next project.
- At least 70% of participants will indicate that they are likely to involve themselves in city processes that are relevant to them or their neighborhoods in the future.
- At least 80% of projects will be completed by end of 2019, incorporating a relevant community feedback mechanism.

**Strong proposals will provide for the following OUTPUTS:**

- Propose a clear and accessible recruitment/screening process that focuses on target populations, participants that are ready to translate their interests into projects, relevant and doable neighborhood projects, and engages residents likely to be successful in engaging others, gaining skills and project completion.
- Provide 8-10 residents with training and support.
- Provide approximately 25 hours of classroom instruction.
- Provide seed money and up to 8 hours of coaching on 8-10 projects for participants that have completed the classroom sessions.

**B. Community Action Projects**

**Funds available: \$5,000-\$10,000 per project. Multiple projects will be funded.**

The City is accepting proposals for achievable, focused community action projects from residents that connect residents to the city and engage underrepresented communities in specific activities that will have a positive effect on Madison neighborhoods. These projects should demonstrate leadership, involvement and support of neighborhood residents, have secured an organization willing to act as a fiscal agent, and be accomplished within a 3-12 month time period. Groups of residents, and coalitions, with the support of grass roots and non profit organizations, who have identified a project that targets a neighborhood or community issue are highly encouraged to apply. Preference will be given to projects



that will engage neighborhoods or communities that reflect high concentrations of low income households, tenant households and populations of traditionally marginalized communities.

It is expected that representatives from funded projects will participate in 2-3 planning workshops that will be structured to address a focus on building knowledge and skills in city processes, along with skills needed for successful project development. Selected project staff will be surveyed to determine training interests and needs, and city staff are likely to work in partnership with UW Extension and Leadership Wisconsin to design and implement the workshops.

All funded projects are required to participate in the next Mayor's Roundtable Neighborhood Conference (to be held in XXXX) to present on their process and accomplishments associated with their project.

*If reviewers think it would be useful-Insert here: examples of potential projects and possibly related funding amounts*

**Note: Potential applicants are required to attend a Community Building and Engagement 2018 workshop or schedule a conversation with City Staff (Deon Carruthers or Nancy Saiz) on their proposal prior to (date) to be eligible to apply. Applications will not be accepted from entities that have not attended a workshop or consulted with staff on their proposals.**

Program Model	Program Elements	Measurable Outcomes
Projects/activities led by residents that engage and serve communities of color and residents that are renters are highly encouraged	<p>A specific project or activity will be identified, including a description of why this project is important to the applicant(s) and their community.</p> <p>Applicants will provide the names and contact info of at least 2 other residents that will support them in the execution of the proposed project or activities.</p> <p>Applicants will be residents who will identify a fiscal agent.</p>	<p>Applicants will report learning at least two new skills in project development.</p> <p>80% of activity/project participants will be members of underrepresented groups- renters, low income, communities of color.</p> <p>Applicants will submit a clear final project plan with budget within 1 month of notification of allocation.</p>
Participants will submit a draft plan for short term, focused neighborhood based project.	Draft plan will include engagement strategies, goals, timeline, project design, work plan and budget and fundraising plan.	
Eligible costs will include: Program supplies, insurance and admin costs, up to 15% for resident stipend costs.	Clearly outlined and realistic budget.	

**Strong proposals will include the following STRATEGIES:**

- 1) Proposal should be resident driven and led.
- 2) Proposals should outline a project that has potential to impact on a specific neighborhood or issue.
- 3) Demonstrate collaboration between residents and partner organizations with clearly defined roles.
- 4) Provide a clear and realistic plan to achieve the goals of the proposed initiative. Proposal should address:
  - Plan for resident outreach and engagement,
  - Description of activities to be performed, including estimated hours and people involved
  - Description of desired and required community partners and plan to engage them.
  - Provide a clear definition and description of how they will measure the success of the project.
- 5) Proposed initiative should demonstrate considerations for cultural competence, language access and literacy in project design and implementation.
- 6) Timelines should be achievable

**Strong proposals will provide for the following OUTPUTS:**

- Engage a core group (5-10) residents in both the design and execution of the project.
- Project execution and completion within the stated timeline and budget parameters.

**Clear and Measurable Outcomes :**

- The project will have the potential to have a positive impact on the neighborhood or issue.
- Residents that have participated in the implementation of the project will state satisfaction with the project accomplishments.
- Residents that participated in planning and implementing the project will state that they learned of one new resource or developed skills in project implementation through this process.
- Residents participating in the implementation of this project will indicate a willingness to be involved in future projects or processes.

**1.5 Funds Available** - Draft Allocation Plan ( Subject to Change)

It is expected that up to **\$107,000** will be available for allocation. In this process 1-2 cohorts of leadership development projects (up to \$50,000 per cohort) may be funded. Up to \$57,000 will be allocated for multiple Community Action Projects ( \$5-\$10,000 per project)

***Contract Agreements***

Contracts awarded through this RFP process will conclude no later than December 31, 2019.

***Payment Schedule***

Will be negotiated at point of contract.

## 1.5 Criteria for Proposal Review

Proposals will be scored based on the following criteria. Total scores will contribute to the discussion on funding recommendations. Application scores will be an important, but not the sole factor, in making recommendations for funding. Other factors to be considered will include distribution of funds across the city geographically, and demographically.

The following criteria will be used when reviewing Leadership Development proposals:

	Criteria	Points Available
1	Extent to which the applicant demonstrates or reports sufficient experience, capacity and/or support to carry out the proposed program or project.	10
2	Extent to which the proposal design is clear, thorough and aligns with desired strategies.	10
3	Extent to which the applicant is likely to engage the desired populations as program participants.	10
4	Extent to which the proposal's planning or implementation reflects collaboration or coordination with the desired populations, appropriate organizations, resources or city staff.	5
5	Extent to which timeline and work plan presented seem well thought out and realistic.	5
6	Extent to which the proposal presents a detailed budget and demonstrates strategic planning for any additional funding needs.	5
	Total Points available (City staff evaluating proposals will not recommend any proposal that does not score over 25 points.)	45

The following criteria will be used when reviewing Community Action Project proposals:

	Criteria	Points Available
1	Extent to which the provides for a specific benefit to the City of Madison and/or one of it's neighborhoods or communities.	10
2	Extent to which the project plan is clear, understandable and doable with available resources.	10
3	Extent to which the proposed project demonstrates or reports sufficient engagement, support and collaboration to be successful.	10
4	Extent to which the stated goals are realistic and valuable.	5
5	Extent to which timeline seems well thought out and doable.	5
6	Extent to which the proposal presents an a detailed budget and demonstrates planning for additional needs.	5
	Total Points available (City staff evaluating proposals will not recommend any proposal that does not score over 20 points.)	45