



## 2018-19 Community Building and Engagement: Leadership Development

**Updated 7/13/18**

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

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

***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 at 266-6520) on their proposal prior to July 13, 2018 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.***

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

Agency or Group:	Opportunity Inc	Amount Requested:	\$71,862 (2018 & 2019)
Title of Proposal:	Black in Action, Black in Priorities		
Project Type	Leadership Development		
Project Description:	Understanding Black Madison needs and priorities to educate and build collaborative plans for effective results through advocacy and action. We will utilize a 3-track process for collaborative weighted direct democracy to identify and elevate the voices of the most impacted and unite collaboration around their needs.		
Contact Person:	Eric S. Upchurch II	Email	upchurch@uwalumni.com
Address:	820 W. Wingra Dr. Madison, WI 53715	Telephone:	414-465-2608
Is this Group a 501 (C) (3)?	Yes or No No	If no, applicant will need to secure a fiscal agent with 501 (C) (3) status	
Name of Fiscal Agent (if Applicable):	New Dei Corporation	Fiscal Agent Phone:	414-750-6337

**Contact Us! CDD staff are committed to helping interested groups understand and work through program requirements. Call Deon Carruthers at 266-6520 or email him [dcarruthers@cityofmadison.com](mailto:dcarruthers@cityofmadison.com) if you have any questions.**

Fiscal Agent Contact  
Person:

Eric Upchurch Sr.

Fiscal Agent  
Email:

eric@newdei.org

1. Applicant Organization or Group: (1000 characters) Describe the organizations experience and capacity to provide leadership development training and support for City of Madison target populations. (10 points)  
Young, Gifted & Black Coalition (YGB) and Council of Communities (CoC) have proven track records of leadership development, engagement and action. In 2014-16, we mobilized thousands to shift jail spending to communities. We elevated the voice of Black Madison residents of NRT areas, hosting Community Input Socials, community gathering and needs surveys. We have engaged Black residents to influence the City of Madison Comprehensive Plan through the City of Madison's Imagine Madison Panels process, and helped to improve the process. As a result, the City of Madison Comprehensive Plan has goals and recommendations directly sourced from our sessions. CoC utilizes a 3-track process to identify priorities of the most impacted and foster collaboration. Parent company, Opportunity Inc. (OI), currently delivers training in strategic development, relationship-building, project management, fund development and more. Our collaboration uses a core team of 7 to be supported by requested funding.
2. Focus Area: (1000 characters) Describe the neighborhoods or communities that will be the focus of the proposed program: for example, location, ages, ethnicities, income ranges, English language proficiency etc.). (10 points)  
The main participants and benefactors of all of our efforts are the low-income Black youth and families in Madison who have been marginalized and disenfranchised as the most impacted by Madison's gross racial disparities. This includes multiple generations of Black trans\*, queer, men, women and gender non-conforming individuals, seniors, people with disabilities and mental illnesses with income levels below the poverty threshold (like the 75%+ of Black children that live in poverty in Madison). We plan to engage Black leaders and potential change agents who have already expressed interest in civic engagement and community development in Black communities. Specifically, this includes an average of two Black adult renters and one youth from each of Madison's Southside, Allied Drive, Theresa Terrace and Darbo-Worthington areas, as well as others. Our goal is to focus on predominantly Black communities and communities of color on all sides of town.
3. Participant Recruitment and Accessibility Planning: (10 points)

A. Describe your participant recruitment criteria and strategies. (1000 characters)

We are recruiting Black residents in City of Madison target areas who demonstrate the following:

- Ability to work in multicultural teams
- Coachability and willingness to learn
- Responsiveness to digital communication (to the extent that youth have access to phone and computer)
- Attentiveness to detail
- A strong urge for social change
- Have worked or inquired about working with YGB and/or CofC

Strategies will utilize web and paper explanation and inquiry form that will be distributed to our 7,000+ contact reach and also 300+ organizations and individuals from CofC as well as NRTs to help identify potential participants and support for participants. We will then conduct brief interviews of top respondents to select participants.

B. Describe your strategies to address potential barriers to participation including potential language access or literacy issues and cultural relevance for your target populations. (2500 characters)

Our staff is composed of young people and people of color, all of whom have command of the Spanish language, ranging from linguistic comfortability to native-speaker fluency. We look forward to the opportunity of providing access to English Second Language learners who speak Spanish, and will make every reasonable accomodation for youth who speak multiple languages.

Additionally, barriers to participation that we have experienced have included transportation, internet access, literacy and childcare. We have addressed these barriers with other projects in the past by supporting

transportation costs (cab, bus, gas) and hosting meetings during available times for all participants, utilizing both paper and online working methods (in addition to renting laptops), creating space for questioning and translation, and providing childcare. We've also discovered other non-traditional barriers to participation.

Throughout our leadership development work, we noticed that participants were less likely to commit time and energy to city-focused issues. Investigating this in collaboration with several other communities from the Imagine Madison initiative, we discovered that confidence in the viability and efficacy of the process was a barrier to participation. Madison residents, particularly concerned and impacted residents of color, have been jaded by the lack of action in connection to community engagement. To overcome this, we lean on our track record and credibility in action-oriented community engagement, and focus on using processes that support implementation and accountability.

In the past, the above practices have increased and improved participation and also been a model for supporting participation in the initiatives of our collaborators, including Imagine Madison, Sustain Dane and Ho Chunk Nation, Rebalance Life with Black Officers, MUM, Hmong community and others.

#### 4. Program Design:(20 Points)

- A. Describe your proposed program design. Include staffing, training curriculum, proposed activities, and criteria and amounts for stipends and seed funding. *(5000 characters)*

Our focus here is building a system to steward a unified framework of collaborative community engagement that will empower 8 - 12 participants to be the leaders of their solutions with an emphasis on those most impacted. Powered by Opportunity Inc, The Council of Communities (CoC) has already collaboratively designed and tested a three track process specifically structured to elevate the voice of those most impacted and unite a community of collaborators around their solutions.

##### Three Tracks:

**Voicing** - Collecting the voice of low-income Black youth and families in Madison through different mediums (in person, online, door knocking, text input) and settings by asking questions aimed at developing understanding of their needs and solutions. These questions would be derived and adjusted in partnership with YGB Core Leadership Team, Collaborators and Community Participants.

**Informing** - This process is similar to Voicing, only here we are looking for information that supports what has been voiced. We collect any piece of evidence that will corroborate what has already been voiced. For example, this may look like collecting links to the study that points towards the reason Black mothers, women, and girls have been voicing what they are experiencing, wanting, and needing. It could also be images and stories that help inform and support the Voicing.

**Organizing** - This is where the community at-large raises emphases, agreement, or disagreement on the first two tracks. This is where we see priorities and opportunities rise to the surface. The magic element here is that we are weighting that prioritization towards those most impacted by what's been voiced, including Black mothers, women, girls, trans\* and gender nonconforming people to address disparities and inequities related to Black health, wellness, and opportunities to thrive.

With clear priorities, we invite our collaborators and participants to self select into Priority Committees to draft plans that will address the priorities elevated. These draft plans are then vetted through the same Three Track process, resulting in actionable solutions led by the most impacted, complete with teams of supporters committed to implementation.

While we will focus on in-person gatherings for data collection, we recognize the barriers to in-person gatherings faced by the most impacted, and we will therefore deepen community reach by also utilizing web

and text-based voice collection as well as door knocking and phone survey tools for our engagement. This means that data collection will take place mostly online and in-person (to translate it to online) with Loomio and Google Forms.

#### Curriculum:

- CofC engagement mode (2hrs): All participants will be trained in and practice the CofC 3-track process
- Mindfulness (2hrs+): Learning and practicing self-care and reflection, accountability to self and to others.
- Conflict-Resolution (2hrs): Practicing facilitation skills for engaging and preventing conflicts that inevitably emerge in personal, professional, social, and family lives.
- Relationship-Building (2hrs): Sharpening team-building and cultural competency skills through attention, intention, exploration, exchange and commitment.
- Collaborative Networking & Social Capital (2hrs): Empowering participants with the ability to identify and build connections with key resources and collaborators.
- Project Planning & Management (2hrs): Set goals in multicultural working groups to get things done and effective tools to accomplish teamwork.
- City and Governmental Processes: Understand navigating city processes and resources.
- Fund Development and Planning (2hrs): Understanding and practicing the craft of developing and executing fundraising plans, including applying for grants, scholarships, letters of recommendation, cover letters, etc.
- Web Development and Social Media Management (2hrs): Practicing skills and applying them to existing and new projects. Black community members strengthening skills as informers, educators and peer leaders who digitally share out information

#### Training and Activities:

Participation will consist of 50% classroom learning followed by 50% action based learning/practice through activities that include partnering with one another, site visits, demonstrations and guest speakers (from the city, etc.), and work towards individual projects. Here, we'll use the Three Track process to catalyze collaborative input from participants as well as Community Organizations, Direct Services Organizations, communities of color and related city officials. Some training and activities may be completed remotely.

#### Facilitation and Staff:

This project will be coordinated by two main staff who will focus on delivering training, supporting projects and data collection/administration, and organizing collaborators.

#### Stipends and Seed Funding:

Staff will support the design of project proposals that will be submitted by participants for funding up to \$1,000.

- B. How will the proposed program prepare residents for effective participation in city and other governmental processes? (1500 characters)

We intend to focus portions of our training on city and governmental structure, processes and resources and incorporate strategies from our own experiences in navigating and motivating awareness, action and partnership.

Participants will also learn from city and government officials that will be connected to the program, and be encouraged to consider and incorporate city and other governmental processes in their projects.

#### 5. Utilization of Community Assets and Partnerships: (10 points)

- A. What are your specific strategies for utilizing neighborhood assets, resources and potential partners and stakeholders in the implementation of this project? (2500 characters)

YGB has an intimate connection and reputation with existing community leaders and initiatives in the neighborhoods we serve. We intend to rely on these connections to help improve the efficacy of this program.

Specifically, we will utilize:

- neighborhood assets connected to the NRTs to identify resources for participant projects and supports through the program
- potential and current partners to assist with outreach and training delivery. This includes city officials, community organization leaders and focus area professionals
- stakeholders and partners in the improvement of curriculum as well as in the design and implementation of participant projects.
- potential and current partners to assist with securing space and food for training.
- UW-Extension for organization development and program design support
- UW Madison DoIT for computers for participants

In addition to building a collective analysis, YGB seeks to engage a network of supportive organizations and volunteers to participate in and host their own teach ins around the issues of social justice listed above and outlined at YGBCoalition.org. Also, Organizations like the UW Center for Community and Non-profit Studies, Race to Equity, Fountain of Life Church, Urban League, Freedom Inc, Unitarian Universalists, Quakers, other faith-based organizations and more have agreed to assist YGB in organizing meetings, teach-ins, fundraising and resource development. With funding from the City, we can solidify this support and make these collective efforts a reality.

In order to attract attendees to engagement spaces, we will tap into our wide local network of 300+ organizations and individuals that make up the Council of Communities. We will also engage our collaborator networks, including (but not limited to) YGB's over 7,000+ contact base as well as the mostly Black women-owned businesses that are part of the Madison Alliance for Black Economic Empowerment (MABEE).

- B. What is your specific strategy for utilizing City of Madison resources- including staff from potentially multiple departments, neighborhood resources teams, alders and/or alignment or engagement with other city processes? (2500 characters)

Our strategy for utilizing City of Madison resources is focused on complementing and supplementing staff and collaborator expertise and resources to increase the knowledge, skills, resources and viability of participant projects, with the goal of building lasting relationships between participants and related city bodies.

Strategic Goals and Activities for utilizing City of Madison Resources:

- Develop and facilitate understanding of community planning. (City Planning and related departments)
- Understand community resources (NRTs and Alders)
- Foster collaboration in actual participant projects, (NRTs and Alders)
- Supporting organizational development and leadership (City of Madison HR org development staff)
- Aligning projects with city of madison comprehensive plan (City of Madison, Imagine Madison)
- Securing city support to complement training areas (City HR, City Business Resources)
- Evaluation of Participant projects (NRTs, Alders, City Planning)
- Support the implementation of Participant projects (City Business Resources team)

With City funding, we will be empowered to activate current commitments and secure others to support the effective incorporation of city of madison resources.

6. Proposed Timeline for Implementation: Funded activities may start on or after October 1, 2018, or take place entirely in 2019. All funded programs must conclude by December 31, 2019.

Activity	Estimated Start and Completion Dates
Internal Training & Coordination	October 2018
Community Organizing and Outreach/ Recruiting with a focus on solidifying collaborative support and connecting to participants:	October – December 2018
Orientation, Training and Practice (with ongoing evaluation for adjustments	January – March 2019
Begin Community Action Project, with support from collaborators and staff	April – December 2019
Evaluation & Presentation	October – December 2019

7. Funding: (10 points)

A. What other funding do you anticipate pursuing in support of the proposed program? (500 characters)

We are continuing to pursue membership-based structures for both YGB and Council of Communities as a way to crowdsource community support for this project. Additionally, we will continue to apply for local, state, and national grants. Finally, we will seek out donations from local, state, and national profit centers and community stakeholders to aid in the project support and success.

We are receiving development support from a group of volunteers focused on grant writing and donor engagement

B. Budget: Summarize your program budget by estimated costs and revenue for 2018 and 2019. Please identify fund sources. If the proposed program would begin in 2018, keep in mind 2018 awarded funds must be expended in 2018, and cannot be carried over into 2019. If you are not beginning your proposed program until 2019 you will only complete the 2019 budget.

2018 BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
<b>A. Personnel Costs (Complete Personnel chart below)</b>				
1. Salaries/Wages (show detail below)	1500	1500		
2. Fringe Benefits and Payroll Taxes	105	105		
<b>B. Program/Project Costs</b>				
1. Program/Project supplies and equipment	600	600		
2. Office Supplies				
3. Transportation	1,248	1,248		
4. Other ( <i>explain below</i> )	2,100	2,100		
<b>C. Space Costs</b>				
5. Rent/Utilities/Telephone	1,050	1,050		
6. Other ( <i>explain below</i> )				
<b>D. Special Costs</b>				

2018 BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
7. Participant Stipends	3,750	3,750		
8. Seed grants				
6. Other ( <i>explain below</i> )				
<b>D. TOTAL (A + B + C +D)</b>	10,353	10,353		

Explanation of "2018 Other" expenses: (500 characters)

Other Program/ project costs are Food and refreshments for meetings for up to 7 averaging up to \$6 each for ever two total hours (7 x 6) x 50

Budget Narrative: Please use this space to describe important information about your proposed 2018 budget and activities.

Focuses on 50 hours per each staff (2) for collaborator/ stakeholder engagement for program development and implementation. Fringe benefits calculated at 7%. Transportation calculated at \$0.52/ mile for average of up to 12 miles one way for up to 2 key collaborators (staff, potential participants, partners and other collaborators) for each hour (0.52 x (12x2)) x 2 x 50. Space cost up to \$150/ month for group meetings and development sessions. Phone and technology expense up to \$200/mo. Equipment laptop rentals at up to \$100/mo for 2 staff. Participant stipends for up to 5 participant collaborators for up to 50 hours.

2019 BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
<b>A. Personnel Costs (Complete Personnel chart below)</b>				
1. Salaries/Wages (show detail below)	13,500	6,750		O.I. Partners
2. Fringe Benefits and Payroll Taxes	945	945		O.I. Partners
<b>B. Program/Project Costs</b>				
1. Program/Project supplies and equipment	14,400	12,000		O.I. Partners
2. Office Supplies	1,200	1,200		
3. Transportation	12,480	12,480		
4. Other ( <i>explain below</i> )				
<b>C. Space Costs</b>				
5. Rent/Utilities/Telephone	6,000	6,000		
6. Other ( <i>explain below</i> )	3,240	3,240		
<b>D. Special Costs</b>				
7. Participant Stipends	13,788	6,894		O.I. Partners
8. Seed grants	12,000	12,000		
6. Other ( <i>explain below</i> )				



2019 BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
<b>D. TOTAL (A + B + C +D)</b>	77,553	61,509		

Explanation of "2019 Other" expenses: (500 characters)

Other Program/ project costs are Food and refreshments for meetings for up to 15 (2 staff 12 participants and 1 guest speaker) averaging up to \$6 each for ever two total hours (15 x 6) x 36

Budget Narrative: Please use this space to describe important information about your proposed 2019 budget and activities.

450 hours of total staff time or 225 hours from two staff: 36 hours of direct training and practice time; 36 hours of preparations; 50 hours of collaborator engagment and program design and up to 100 hours of additional participant project support. Transportation calculated at \$0.52/ mile for average of up to 12 miles one way for up to 10 key collaborators (staff, participants, partners and other collaborators) for each hour (0.52 x (12x2)) x 10 x 100. Rent and Utilities calculated at 300/mo (rent) plus phone and internet 200/mo. Participant stipents supports 10 participants at \$15/hr for 45 hours of training and development and 45 hours of implementation. Equipment is laptop rentals for 12 at 100/mo each or purchase of a \$1,200 (or less) laptop computer to give to each participant after completion.

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

Title of Staff Position	F.T.E.*	Proposed Hourly Wage*
Training Coordinator	0.25	\$15
Organizing Coordinator	0.25	\$15
		\$
		\$
		\$
<b>TOTAL</b>		

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

#### 8. Outputs and Outcome measures: (15 points)

A. Please describe your proposed program outputs.(2000 characters)

- Propose a clear and accessible recruitment/screening process that focuses on target populations, and resident/participants that are committed and ready to translate their interests into relevant and doable neighborhood projects.
- Provide at least 8-12 residents with training and support.
- Provide no less than 36 hours of classroom instruction and development.
- Provide coaching and support for participants as they develop and implement their project plan (up to 100 hours).
- Support participants interacting with at least one city department, alder or other representative as they develop their project plan.

- Provide seed money and coaching for participants who have completed 75% of the training and who have submitted a project plan approved by the applicant. Note: multiple residents/participants working together on a project is strongly encouraged.
- Work with at least 50% renters in the target areas
- Work with 100% people of color
- 80% of participants report increased confidence and skills related to taking action and building cohesion in their neighborhoods.
- At least 8 projects completed by end of 2019

#### Collaborator engagements:

We will plan for a total of 18 collaborator engagements that will focus on the Three Track process. Gatherings will consist of 2 - 3 large community organizations meetings, 3 - 4 targeted community organization meeting gatherings, 10 - 12 neighborhood, faith and school-based gatherings - being a mixture of community building and social gatherings that are both entertaining and informative as well as supportive and goal oriented. The aim of these sessions will be to explain the council of communities; collect quantitative and qualitative information related needs and solutions; build community with stories of the most impacted, build a peer network of support for participants; and connect participants to resources.

#### B. Please describe your proposed program outcome measures. (2000 characters)

- At least 75% will be participants of color
- At least 50% of participants will be renters.
- 75% of the participants will complete training Community Building and Engagement
- Participants will report increased confidence and skills related to taking action and building cohesion in their neighborhoods
- Participants will interact with at least one city department, alder or other representative as they develop their project plan
- 75% of residents will complete a project plan and receive "seed funds".
- 8 projects completed by end of 2019.

We will know that the project is a success when countless YGB allied organizations and individuals report a better deeper understanding of social justice issues as well as a greater ability to collaborate with other organizations due to collective analysis and skills developed through the training. Additionally, individual Needs Survey Respondents will report increased confidence in the potential to create change as relates to their community and barriers to their personal success and wellbeing.

#### C. Please describe how you will collect and track the data that will inform your reporting on outputs and outcomes. (2000 characters)

We will provide monthly updates to the City of Madison and its CDD staff team in order to collaboratively gauge progress, evaluate work accomplished and slated to be accomplished, and make any process adjustments as needed. It will be necessary to analyze data on a monthly basis as well as at the tail end of the project after all relevant data has been collected. We will organize project data into themes with relevant narratives: challenges, experiences, and recommendations. For the post-data collection phase, we will develop a summary report description that will include content that is organized into graduating levels of detail: Overall summary of priorities and solutions as vetted by most impacted; Most common themes and experiences supporting specific recommendations; detailed experiences and recommendations from individual engagement gatherings. This report will also describe priority committees that come out of each gatherings. Ultimately the final report will be delivered in static written format as well as in searchable web-based format for ease of use.

We will also use online evaluations forms to track and document participant progress and ongoing feedback to incorporate in reports to City of Madison.



**-SIGNATURE PAGE-**

City of Madison Contracts:

The following information is provided in order to outline city requirements that will apply if your proposal is funded. All allocated funds will be administered through contracts with the City of Madison, Community Development Division. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected organization. If funded, applicants will be required to attend a **mandatory meeting** on contracting requirements in Fall 2018. City purchase of service contracts include requirements regarding non-discrimination, consideration of vulnerable populations along with specific requirements in the following three areas:

1. Affirmative Action:

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02, an Affirmative Action Plan with the City Department of Civil Rights (DCR) or an exemption if allowed by City DCR. A model Affirmative Action Plan and instructions are available at:

<https://www.cityofmadison.com/dcr/aaFormsCBO.cfm>

2. Insurance

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

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

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

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

4. Signature:

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

Applicant Signature:

Enter  
Name: Eric S. Upchurch

Date: 7/19/18

By entering your initials  
in the box,

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