



2018-19 Community Building and Engagement: Leadership Development

Updated 6/28/18

Submit Application to: 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:	Progress Center for Black Women	Amount Requested:	\$76,165
Title of Proposal:	Cultivating Transformational Leadership		
Project Type	Leadership Development		
Project Description:	The Institute on Transformative Community Engagement is a three-month community leadership program for residents of the City of Madison led by staff from the Progress Center for Black Women. This premier program aims to create awareness of key issues that affect program participants' neighborhoods and to support emerging community leaders to bring about transformative change in the community through experiential learning and informed leadership. Participants grow in confidence, knowledge of city processes and resources, self-awareness and become more effective innovators, decision makers, communicators and collaborators as a means to improve the communities in which they live and work.		
Contact Person:	Sabrina Madison	Email	hello@centerforblackwomen.org
Address:	2222 S. Park Street, Suite 200, Madison, WI 53713	Telephone:	608-381-8311
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):	Center for Community Stewardship	Fiscal Agent Phone:	608-620-4266

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 if you

Fiscal Agent Contact Person:	Lisa Dugdale	Fiscal Agent Email:	ldugdale@community-stewardship.org
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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)

Sabrina Madison, director of the Progress Center for Black Women, will serve as the Institute's Director. Her ability to lead this Institute is evidenced by her extensive history of creating opportunities for underrepresented groups in the city of Madison. She honed her leadership skills as both a student and employee at Madison College. She saw the opportunity to address unique needs by creating the Black Women's Leadership Conference. Positive outcomes include serving as a platform for Black women to present and highlight leadership skills and knowledge, and providing opportunities to network with women of color in leadership across Dane County. She presently serves on United Way of Dane County's Board of Directors and on the A Greater Madison Vision Steering Committee. She's also served on the City of Madison's Market Ready program. She has been named one of Essence's "Woke 100 Women," and one of Madison's Most Influential People by InBusiness Magazine, among other awards.

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 Institute on Transformative Community Engagement programming will focus on underrepresented city of Madison residents from across different neighborhoods. Our aim is to cultivate a team of potential neighborhood leaders who may include but not be limited to those who are experiencing low incomes, presently living in low income housing, people of color, and those who reside in areas assigned Neighborhood Resource Teams. By focusing on multi-generational residents from across the city we'll be able to not only build relationships that may not have existed prior to this program - but provide an example of how leadership development and community engagement has similarities across various diverse communities. More importantly our focus will also highlight how the differences among team members actually work to strengthen their goals for their neighborhoods.

3. Participant Recruitment and Accessibility Planning : (10 points)

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

Criteria for participants

Availability to attend high-impact workshops.

Not currently participating in another leadership development program.

Willingness to work as a team to identify and solve an issue.

Plans to reside in the city of Madison for at least one year after completing program.

How the program will recruit team member's

Leverage existing social networks.

Identify and foster communication sharing with community gatekeepers.

Utilize high traffic areas for marketing and conversations about programing including but not limited to libraries, Metro transfer points, and community centers.

Leverage existing social media platforms.

Utilize small businesses owned by Madison's diverse communities.

Utilize diverse marketing materials (visual + printed) that reflect actual Madison communities.

Utilize list of interested individuals and groups provided by city of Madison staff.

Ensure marketing materials and video available also in Hmong, Spanish and French languages.

- 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)

Potential barriers and solutions

Barrier: Language access and/or literacy issues

Solutions: We will access volunteers in the community to first ensure that our marketing and materials are available in English, Spanish, Hmong, and French. During the application and interview process we will coordinate with resource leaders available in the community such as Centro Hispano, the Literacy Network and the city of Madison to ensure potential participants can feel welcome and confident in their ability to participate. We would also use the same method of coordination for team members once in the program as needed.

Barrier: Cultural relevance for target populations

Solutions: This program will seek out high-impact workshop leaders from across Madison's diverse communities to role model diverse leadership. Along with the University of Wisconsin Cooperative Extension, our program will utilize diverse leaders from the Madison community to assist in creating culturally rich curriculum development.

Barrier: Transportation

Solutions: All workshops will take place in locations that are accessible by public transportation, child friendly, and meets the Americans with Disabilities Act standards. Our budget will also allow for cab rides when necessary.

Barrier: Childcare

Solutions: Utilize community spaces which are both welcoming and child friendly along with allotting dollars for paid childcare where needed.

Barrier: Lack of family/friend support

Solution: Provide each participant with a list of ideas to share with their family members and friends on how they can offer their support during this program. Each individual will also take part in individual and group coaching to help build their self-confidence.

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)

The Program

This program would be based on the idea of "collective impact"—a group of people working together to solve a problem they have identified with a community or communities. The participants would meet initially and together, decide on the community issue(s) that they would like to focus on. Team(s) are assembled by Ms. Madison in order to ensure that teams are highly diverse. Teams of 8 or 10 stay together for the entire three-month program to use the process as a lab, practicing new skills and using tools that are discussed throughout the program. Ultimately this is the test for how to move a team of engaged residents towards successful completion of a project decided upon by the team.

In order to experience the value of community engagement, the assets in the city of Madison and the complexities of the residents' own neighborhoods, are explored both in high-impact workshops and as the team engages in project development. Each team member will be connected to a city contact in the appropriate office with the expectation that the team member will engage and inform the city contact during the duration of

the project and that the city contact will attend the final project and be available to offer continued information sharing beyond the project.

Staffing

Ms. Madison and the Project Manager (to be hired) would be the responsible for the daily operations of the program, including curriculum development, scheduling speakers, planning meetings and events, participant recruitment and mentoring, and overall implementation. Other staff would be invited to participate, based on the project. For example, community or city leaders will be invited to present on specific topics based on the defined problem and the groups' needs.

Training Curriculum and Activities

(12) 6-hour team high-impact workshop sessions (held in different community locations, 3hr hands on activity, 3 hours

(12) 4 hour weekly commitments to work on tasks outside of the larger team

Two team coaching sessions (with experienced community leaders)

On average team members will spend approximately 40 hours per month on their involvement with the project. Here is a breakdown:

High-impact workshop: The team meets weekly for 6 hours on Saturday's for three months.

Project Work: Team members will work as a group to practice leadership and community engagement skills for the purpose of developing and implementing a project. It is expected that team members will hold additional meetings and/or work alone with their team outside of high-impact workshops (a limited amount of additional time is given at the end of each high-impact workshop for the project work).

Coaching: Team will participate in a one on one coaching session the first half of the program and a group coaching session the second half of the program.

Curriculum content areas:

Community-defined problem-- polling community members

Collaboration and team building-- forming working groups

City and Council meetings-- attending and meeting city leaders

Accessing city resources

Logistics-- space, scheduling events

Grants and funding

Budgeting and fiscal literacy

Speaking and presenting

The participants will have a mix of "classroom" presentations, as well as experiential components in which they will travel to Milwaukee or Chicago, for example to learn about ways in which other communities have addressed similar topics or issues. They will also attend city and community meetings to be engaged at the local level.

Stipends and Seed Funding

Each of the participants will receive \$15hr for each high-impact workshop attended as a stipend. The seed funding for this project will be \$7690 split between the two cohorts.

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

The program has broken down the following skills, knowledge, and personal attributes/competencies needed for effective participation in city and governmental processes and affecting change in their communities. These include:

SKILLS:

- Ability to engage with the community
- Public speaking and presenting
- Interviewing, data collection
- Writing a proposal, grant writing
- Budgeting/fiscal skills
- How to access community and city resources

KNOWLEDGE:

- How local, city government works
- Budgeting/fiscal knowledge
- Different roles within government
- Awareness of city and community resources

ATTITUDES/personal attributes and competencies

- Self-confidence (belief in themselves)
- Self-efficacy (belief that they can be leaders)
- Creativity and innovation
- Collaboration

The program has been designed to teach these skills and this knowledge through a mix of in-class presentations, experiential learning, and applied practice to the identified problem within the community. Going through the three-month program will enable the participants to develop skills, gain knowledge, and will help them develop into community-engaged leaders. More importantly, the program fosters meaningful exchanges and introspection about leadership styles and competencies, professional and personal growth, work/life integration, and will empower participants to transform their communities.

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)*

Institute participants will play an integral role in identifying and using neighborhood assets, resources, and potential partners/stakeholders. The three strategies include:

1. Community canvassing + community profile: After agreeing on a shared project, participants will work as a team to develop a community profile and canvass, which will paint a broad picture about the many assets in their individual communities to assist in accomplishing the shared project goal. This strategy enables the participants to view their communities with an “asset-based” lens, as opposed to a “deficit-based” one.

2. Individual Asset Bank research + key interviews: The team will develop an individual asset bank, made up of people who may be assets to the project/initiative. Interviews will be conducted with potential partners and stakeholders, community leaders, non-profit staff members, local media, as well as others. This strategy will enable to participants to learn about the resources that are available to them, their communities, and for their future project.

3. Identifying resource providers + presentations: Once the community and individual-level assets are identified, other partners and stakeholders will be invited to provide an overview of their resources to the team to fill in any gaps or needs.

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)

- As with identifying neighborhood assets and potential stakeholders, the team will continue on using the community canvassing, community profile, asset bank research and key interviews method.
- After the team completes the community canvassing, community profile, asset bank research and key interviews we will identify needs to assist in accomplishing the project goals. Once needs are identified, the team will review and match city of Madison resources, city processes and engagement opportunities that connect best with the project goal. It is also at this point that we would expect to invite in city staff to assist the team in matching city of Madison resources (and contacts) to the project goals.
- Each team member will also be connected to a city contact in the appropriate office with the expectation that the team member will engage and inform the city of Madison contact during the duration of the project. The city of Madison contact will attend the final project, evaluate it, and will be available to offer continued information and support beyond the project.

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
Marketing materials developed with diverse leaders & community members	10.1.18 – 10.31.18
Curriculum development	10.1.18 – 12.31.18
Recruitment	11.1.18 – 12.1.18
Application opens/closes	12.1.18 - 1.11.19
Interviews / notifications of status / orientation	1.17.19 – 2.2.19
Program start / tentative project completed	2.2.19 – 4.27.2019

7. Funding: (10 points)

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

Currently, we are not actively pursuing other funds for this proposed program.

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
A. Personnel Costs (Complete Personnel chart below)				
1. Salaries/Wages (show detail below)	6750	6750		
2. Fringe Benefits and Payroll Taxes				
B. Program/Project Costs				
1. Program/Project supplies and equipment	5000	5000		
2. Office Supplies	250	250		
3. Transportation	200	200		
4. Other (<i>explain below</i>)	3500	3500		
C. Space Costs				
5. Rent/Utilities/Telephone	465	465		
6. Other (<i>explain below</i>)				
D. Special Costs				
7. Participant Stipends				
8. Seed grants				
6. Other (<i>explain below</i>)				
D. TOTAL (A + B + C +D)	16,165	16,165		

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

Salaries/Wages:

Director - 150hrs X \$35hr = \$5250

Development assistant - 75hrs X \$20hr = \$1500

Program/Project Costs

Other: Website development for project

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

The 2018 budget proposed would allow for marketing materials, curriculum development, and recruitment strategy to be completed ahead of the program start, which is crucial in order to have a timely start.

2019 BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON- CITY REVENUES	SOURCE OF NON- City FUNDED PORTION
A. Personnel Costs (Complete Personnel chart below)				
1. Salaries/Wages (show detail below)	24,600	24,600		

2019 BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
2. Fringe Benefits and Payroll Taxes				
B. Program/Project Costs				
1. Program/Project supplies and equipment	3000	3000		
2. Office Supplies	250	250		
3. Transportation	3500	3500		
4. Other (<i>explain below</i>)	3500	3500		
C. Space Costs				
5. Rent/Utilities/Telephone	2860	2860		
6. Other (<i>explain below</i>)				
D. Special Costs				
7. Participant Stipends	12,600	12,600		
8. Seed grants	7690	7690		
6. Other (<i>explain below</i>)	2000	2000		
D. TOTAL (A + B + C +D)	60,000	60,000		

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

Salaries/Wages:

Director - 420hrs X \$35hr = \$14,700

Program assistant (to be identified) - 420hrs X \$20hr = \$8400

Evaluation Consultant - \$1500

Program/Project Costs

Other: Childcare costs as needed = \$3,500

Special Costs

Day trip to either Milwaukee or Chicago to visit/tour similar projects and their leadership teams for each cohort.

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

Each cohort will spend a considerable amount of time during workshops practicing their leadership skills in local agencies, City of Madison offices, community centers, and other designated spaces. (Which will work to keep costs down and utilize stakeholders) We will plan for two day trips during the year to visit/tour completed projects and their leadership teams in either Milwaukee or Chicago. Our budget also allows for us to build an active social engagement component to engage the larger community throughout the year.

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*
Sabrina Madison, Director	420hrs	\$35
Program Assistant	420hrs	\$20
Evaluation Consultant		\$ 1500 project total overall, not per hr
		\$
		\$
TOTAL	840hrs	

*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)

Approximately 8-10 number people will participate each time, leading to approximately 20 community leaders throughout Dane County at the end of 2019. The curriculum and materials to implement this program will be available and could be used again with future cohorts of community members. At the end of each cohort, a community issue will be addressed through the implementation of this program.

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

There are three levels of outcomes that will be assessed.

1. Individual level: The primary “outcomes” will be seen in the participants, themselves. Using the competencies defined above (see 4B), each of the community leaders will develop their skills and knowledge, as well as grow in their confidence and the belief that they can be agents of change within their communities. Their participation connects local residents with their peers and others across Madison’s diverse communities and organizations.
2. Community level: The communities in which the participants live and work will also see the effects of having a group of people who are collectively focused on identifying and solving an issue. Since the participants are community members themselves, this program helps residents identify as leaders with impact and potential where they work and live.
3. City/County level: This program, by modeling collective impact, can be used by others in the city and county to address other issues. The final and finished project can be used by others to seek their own community-based solutions.

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

Christine Pribbenow, a staff member at the Wisconsin Center for Education Research at UW-Madison, will be assessing participants and conducting evaluation for the overall project. She will be engaged in the the project from the beginning and will help to assess the participants’ change and increase in skills and knowledge. A pre-survey will be developed in collaboration with Ms. Madison and others, to assess the individuals before they participate; a post-survey will be used after to identify the learning gains in each of the areas of interest - skills, knowledge, and interpersonal growth.

A community-based survey will be developed in collaboration with the project participants. Not only will this be used to help identify the problem (baseline), a survey will be used to assess the impact of the project on the community (post-project). The participants will help to get the survey out to their communities, and will also engage in interviews with community members to ensure that everyone has the opportunity to respond to it.

Project rubric: The project and action plan will be evaluated by the project participants, as well as a group of community, county, and/or city staff members. They will review it based on a number of criteria:

- Project significance and value to community
- City/county resources used
- Feasibility of plan
- Overall evaluation of project

These three levels of indicators will show *if* and *how well* this program met its goals.

-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: Sabrina Madison

Date: July 19,
2018

By entering your initials in the box,

SM

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