



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

**Updated 7/13/18**

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

Deadline: **12:00 pm CST (noon)** on July 19, 2018  
*Proposals received after 12:00pm will not be accepted*

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

***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:	Kids Forward	Amount Requested:	\$ 35,000
Title of Proposal:	Community Ambassadors		
Project Type	Community Leadership Training & Neighborhood Organizing		
Project Description:	The purpose of Community Ambassador Fellowship is to make sure that every resident in Madison has access to relevant information/data that impacts their life chances and to train and work with emerging community leaders to help them improve their communities.		
Contact Person:	Chrisitn Calloway	Email	<a href="mailto:ccalloway@kidsforward.net">ccalloway@kidsforward.net</a>
Address:	555 West Washington Ave #200	Telephone:	608.284.0508 x 303
Is this Group a 501 (C) (3)?	Yes or No Yes	If no, applicant will need to secure a fiscal agent with 501 (C) (3) status	
Name of Fiscal Agent (if Applicable):		Fiscal Agent Phone:	
Fiscal Agent Contact Person:		Fiscal Agent Email:	

**HYPERLINK**

**"mailto:dcarruthers@cityofmadison.com" [dcarruthers@cityofmadison.com](mailto:dcarruthers@cityofmadison.com)**

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)

Kids Forward aspires to make Wisconsin a place where every child thrives by advocating for effective, long-lasting solutions and systemic reforms that break down barriers to equal opportunity and success for children and families. Using research and a community-informed approach, Kids Forward works to help every child, every family and every community thrive. Our public policy research, data analysis and advocacy work centers around the following: encouraging investments in a child's earliest years; healthier kids and families; creating and promoting equitable communities for children and families of color; strengthening Wisconsin's workforce; identifying and combating racism and discrimination; promoting a level playing field on taxes; and advocating for a fair justice system for youth.

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)

Community Ambassadors targets four of the most impacted neighborhoods (Meadowood, Allied Neighborhood through Brotherhood youth group, & Darbo-Worthington) based on:

- 1) High rates of (un)/(under)employment
- 2) High incarceration rates
- 3) Described as a food desert
- 4) High suspension rates for students
- 5) Lack of representation by African Americans at city or county meetings
- 7) Frequent in- county residential movers. At least 50 % of participants will be renters.
- 8) Limited opportunities for youth –two community ambassadors will be under 18 years old.

We believe the successful implementation will positively impact the approximate 15,000 low income African Americans residing in Dane county. Furthermore we believe the successful community engagement and recommendations from Community Ambassadors will positively impact a significant portion of the county's almost 70,000 residents of color, which in turn will make Dane County a healthier, fairer and more prosperous place for all.

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

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

We have built sustained relationships throughout the community over the past four years. Therefore, the application process focused on current networks and the neighborhoods listed above. Former Ambassadors within the neighborhoods identified individuals who would be a good fit. There was a targeted effort to parent and youth groups. Youth have been recruited through presentations at Avid Tops, Black College Recruitment fairs, and connections through the Minority Students Achieving Now Network. Additionally, the team has a sustained relationship with the Allied Brotherhood, who have agreed to be a part of the process. In order to integrate the youth into the work of the community Ambassador we developed a set of requirements for the youth involved that are developmentally appropriate and in line with their needs for support and academic development. The lead coordinator is Christin Calloway who has extensive experience in education, research, and youth engagement work.

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)

The Community Ambassador program will ensure that more disenfranchised voices are heard for the common good of greater Madison. Ensuring an active role for those experiencing these disparities is a key tenant of R2E and this proposal; equity work cannot be done effectively without it. Learning from the expertise of those experiencing disparities is essential to designing effective solutions. With the understanding that Community Ambassadors are those most deeply impacted by the racial disparities within Dane County, accommodations will be made to ensure full participation based upon the ambassadors' needs. Meetings will be structured with the following components:

Meeting Time: The meeting time will be set based upon a time that accommodates employment schedules of the ambassadors.

Transportation: Will host and rotate meetings within each of the focal neighborhoods to ensure that program spaces are warm and welcoming. Transportation will be provided to participants who are traveling from one neighborhood to another.

Child Care- Our team believes in child friendly working environments to accommodate the twin challenges of working and parenting. High quality child care will be provided at each meeting.

Literacy - If a community ambassador needs literacy support, the option of the provide audio reports with the staff. The staff will then turn the notes into a report. The curriculum will be culturally relevant to include authors with similar demographics and epistemological assumptions as it relates to leadership training and community organizing. Audio books and or text to sound software will be provided for the ambassadors.

Food: Since the meetings are after work hours and balancing employment, child care, and the community engagement work, provide meals at each meeting.

Self Care: Ambassadors will be provided with culturally specific self care and wellness practices which may include Restorative practices, faith community resources, conflict resolution, time management.

#### 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 purpose of Community Ambassador to make sure that every resident in Madison has access to relevant information/data that impacts their life chances and to train and work with emerging community leaders to help them improve their communities. Our intent, through the funding of this community engagement work, is to build capacity within the community, starting with a few individuals and neighborhoods at a time, and scaling up from within this core group.

The Ambassadors create two- way communication so we can better know the priorities of their communities, and they also use our information and support help community members understand the larger context of the challenges they face. The work plan for the team will involve aspects of the following: a) initially involve monthly meetings b) identification of emphasis areas, and community needs; c) the expectation that presentations, events and meetings in the community and with broader stakeholders will take place at least monthly and; d) reports and updates will be given to the coordinator. Opportunities for

additional outside training, networking and mentorship will be a critical component of Ambassadors. All team members will receive a stipend as well as support for community meetings, transportation, food, and printing costs.

#### Staffing:

The lead coordinator will be Christin Calloway, the Roadmap Implementation Coordinator and Policy Associate for the Race to Equity project. She has extensive experience in the field of education, research, and youth engagement work. Both Michelle Robinson and Erica Nelson will be assisting in the ongoing work and development of the Community Ambassadors Ambassador (see R2E project staff bios here: <http://racetoequity.net/the-team/> ). Sheray Wallace and Betty Banks will assist the Race to Equity team in orientation, coordination and mentorship.

#### Training Curriculum:

1. Engage in policy and data analysis

Many resident leaders know qualitatively what is happening in their communities, but few of them have access to data or training in analysis that would help them connect the dots of why and what is contributing to the issue. Leaders and residents would like to dig deeper and analyze the data. Community Ambassadors will come together and discuss with researchers the data and learn how to analyze the information. They will then be able to translate this information and make it accessible to others. They will also be able to explain the data and information in their own voice and terms.

## 2. Share their community needs and accomplishments

Many of the community leaders note the lack of unity and connection between isolated neighborhoods. Although these neighborhoods are only a few miles away from each other, many residents do not know the people, programs and events happening nearby. The media only show only a few high profile leaders and report on the success of the bigger nonprofits. Community Ambassadors will work as a team to discuss each of their community assets, accomplishments and pressing issues. By coming together they will be able to collaborate and leverage resources.

## 3. Learn best practices of what is working locally and nationally

Gaining access to best practices is often a challenge to many marginalized communities. At our monthly meetings the Community Ambassadors will read and discuss case studies, research and review effective programs, and meet with successful leaders. The Community Ambassadors will then take the lessons learned and ideas discussed back to their communities and implement when appropriate.

## 4. Grow professionally to help improve the quality of life in their respective neighborhoods

CAs need access to the "mover and shakers of the city" and tips to how to best advocate for their communities.

Individuals who are experts in fundraising, community organizing, healthcare, education, will come and present at meetings. Organizations may include MG&E, Edgewood College, UW Madison, the City of Madison, YWCA, Urban League, etc. will present to the Community Ambassadors. This will give the CAs an opportunity to cultivate relationships with professionals and to invite them to their communities to be a resource.

Criteria for Stipends: Community Ambassadors are paid monthly stipend of 200 for their participation and are given \$250 in seed money to conduct their project. CAs have at least 30 hours of classroom instruction over the course of the year. The CAs will work 8 hours a month disseminating information, facilitating conversations, engaging parents and students, collaborating with local nonprofits. Then once a month they will all come together to attend a meeting to discuss issues in their community, learn/share best practices/data, and participate in professional development. These leaders then return to their respective communities to work to improve them based upon the data from their neighborhood questionnaire.

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

The Community Ambassadors are in the best position to articulate the needs of their communities. They are also some of the individuals need at the table when decisions are made, policy drafted, and solutions recommended in order to ensure that their voices are heard. The goal is to build a coalition across neighborhoods from the ground up, help their respective communities analyze data and to act, and to train leaders for social change. With the use of data, residents are better informed and better positioned to advocate for resources or change within their community. Through the professional development series, residents will be able to not only meet with city and governmental officials and learn about the processes, but our hope is that the connections will help eliminate barriers and gaps in participation.

## 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)

We believe under resourced communities have assets and networks that are undervalued. We start by lifting up the already existing programming and support established within the neighborhood. Those resources are the foundation for building our the foundation for and structuring the work. Our process is to build knowledge of the neighborhood through the neighborhood questionnaire which identifies the following:

Identifying Stakeholders: Stakeholders and leadership looks looks differently across paces. This can be grassroots organizations, political organizations and Non Governmental Organizations.

#### Economic Public Resources / Quality of Life

After identifying stakeholders, the next step is mapping out community resources. Resources is loosely defined a person or a place that helps support the work. Places can consist of - public - parks, libraries - community centers, access to hospitals, business. Another point of entry maybe how many schools are in the area that serve the community and what are those relationships with , churches, non-profits, organizations, group, and neighborhood associations. The underlying questions for quality of life include are what is it like to live here --- what kind of houses, businesses, grocery stores, business, employers, access to bus routes, walkable distance to resources such as grocery store and or entertainment.

Kinds of Social Cultural Activities- Community resources also includes already existing activities and gatherings that occur within community. These can include Parades, Juneteenth, picnics, suppers ect. The key aspect of this resources identifying places of building and bridging and the community history behind these events.

Political Landscape: A critical aspect of doing this work is understanding is whose voices are the loudest, who are the gatekeepers or blockers ( this could be a person, group, or institution)

- 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)

Partnership with Neighborhood Resource Team- the Community Ambassador will collaborate with their NRT's to ensure that their communities are maximizing the resources and opportunities that the City is offering. CA's will meet with Tariq quarterly as a group to discuss the effectiveness of the NRT's and to help improve the delivery of services.

Equitable allocation of City funding- CA's will propose to their City Council representatives a plan to ensure that resources and funding are equally distributed.

Start a community-wide newsletter entitled Ambassador News. This monthly newsletter will highlight news from the communities. Each month CA's will submit two articles for publication and provide a list of upcoming events for their respective neighborhoods. The purpose of the Ambassador News is offer residents a media outlets so that city departments, NRTs and alderman can learn about the most recent events and highlight the work in their communities.

Ambassadors will read the city plan related to their community and attend the Mayor's Roundtable Neighborhood Conference to connect with engaged residence across the city.

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
Monthly Meetings and Training	January 1, 2019- December 2019
Monthly Community Reports	January 1, 2019- December 2019
Roadmap to Equity Event	May 2019
Neighborhood Environment Questionnaire Completed and Seed Project	January 2019
Youth Lead City Wide Event	October 2019
Final Report	December 2019

7. Funding: (10 points)

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

We will pursue funding from the Ford Foundation, Kresge and through local fundraising efforts and events of Kids Forward. We have secured 12,500 over the next three years from the Madison Community Foundation. We will continue to see funding to ensure that community ambassadors is sustainable for the next three years.

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)				
2. Fringe Benefits and Payroll Taxes				
<b>B. Program/Project Costs</b>				
1. Program/Project supplies and equipment				
2. Office Supplies				
3. Transportation				
4. Other ( <i>explain below</i> )				
<b>C. Space Costs</b>				
5. Rent/Utilities/Telephone				
6. Other ( <i>explain below</i> )				
<b>D. Special Costs</b>				

7.	Participant Stipends				
8.	Seed grants				
6.	Other ( <i>explain below</i> )				
<b>D. TOTAL (A + B + C +D)</b>					

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

Budget Narrative: Please use this space to describe important information about your proposed 2018 budget and activities. (1000 characters)

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)			
2.	Fringe Benefits and Payroll Taxes			
<b>B. Program/Project Costs</b>				
1.	Program/Project supplies and equipment			
2.	Office Supplies			
3.	Transportation			
4.	Other ( <i>explain below</i> )	\$1,000	\$1,000	
<b>C. Space Costs</b>				
5.	Rent/Utilities/Telephone			
6.	Other ( <i>explain below</i> )			
<b>D. Special Costs</b>				
7.	Participant Stipends	\$54,000	\$25,000	\$15,000
8.	Seed grants	\$8,000	\$4,000	\$3,000
6.	Other ( <i>explain below</i> )			
<b>D. TOTAL (A + B + C +D)</b>		\$ 54,000	\$30,000	\$ 18,000

Explanation of "2019 Other" expenses: (500 characters) In order to eliminate barriers to participation food and child care are included in the other expenses.

Budget Narrative: Please use this space to describe important information about your proposed 2019 budget and activities. (1000 characters)

It is our intent that after the grant period, the Race to Equity Community Ambassador initiative would be relatively self-sustaining and be a long-term community development asset supported by other community entities and stakeholders. Our experience dictates that the type of work and engagement that this initiative entails would be best served, and thus, have the most impactful outcomes. The majority of the grant money would be allocated to the stipends for Community Ambassadors, and provide support for their related activities and events. Currently, we have also secured \$13,000 dollars annually from other sources such as Madison Community Foundation, Ford Foundation, Kresge, and through the local fundraising efforts and events of Kids Forward.

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*
Community Ambassadors (8)	.38	\$ 15
Community Historian (1)	.38	\$ 17.50
Ambassador Mentor (1)	.38	\$ 16.00
		\$
		\$
<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)

Outcomes and Impacts Our long-term outcome for this initiative is the improvement in the well-being and quality of life of African Americans living and working in Dane County. Although this goal may require a number of years, the short-term and medium-term outcomes of this initiative listed below support the potential for this long-term outcome to be accomplished. Through the leadership development, advocacy training, and networking opportunities we will provide to specific communities and individuals, expanding our Community Ambassadors program in 4 focus neighborhoods (including local youth) and supporting them to create a Community Ambassador , the following short- term goals will be accomplished.

The objectives include:

Objective 1: Leadership development, advocacy training, and networking opportunities enhance community members' capacity for participation in and ownership of equity planning and policy development with 75% participation and attendance and no less than 30 hours of classroom instruction.

Objective 2. All Community Ambassadors will take an active role in helping disseminate the information/findings to parents, students, and residents with 75% participation and attendance.

Objective 3. All Community Ambassadors will conduct data presentations and facilitating community based discussions around racial disparities with coaching and feedback and support with the planning.

Objective 4. All Community Ambassadors will act as a liaison between their community and greater Madison.

Objective 5. All Community Ambassadors will work approximately 8 hours per month for 12 months finding ways to reducing racial disparities. At the completion of the training and neighborhood landscape analysis additional seed money will be provided for the approved project.

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

Outcome 1: A Community Ambassador Team is formed that reflects the priorities and diversity of their neighborhoods, and maintains attendance.

Target: Team demographics for self-reported race / ethnicity and class are within 10% of the demographics of the neighborhood, with at least 2 members under age 18.

Target: 80% of meetings are attended

75% of participants will be of color

50% will be renters

Outcome 2: Community Ambassador training participants learn knowledge and skills related to presenting and disseminating information and conducting meetings and events.

Target: At least 30 hours leadership development trainings are offered, and are attended by at least 75% of Community Ambassadors.

Outcome 3: The Community Ambassadors will attend meetings to discuss the Roadmap to Equity and provide stakeholder feedback to guide priorities, policy, and implementation of the community transformation proposed in the Roadmap.

Target : At least 5 community meetings discussing the Roadmap to Equity are held during the grant period and attended by 75% of participants.

Target : At least 5 community feedback documents are created to summarize feedback on what should be implemented in their neighborhood and what the priorities should be.

Target: Increased attendance and participation in key local decision making meetings such as Madison City Council, Dane County Board, MMSD School Board, etc. One alder attends at least one meeting.

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

We plan to measure the outcomes, effectiveness, and specific benefits of the program by using pre/post surveys given to residents, community organizations, and youth with consultation experts in the field of community engagement and race and equity.

Outcome 1: The expanded Community Ambassadors will build self-determination and leadership capacity for more community members (including youth) in 4 focus neighborhoods by providing leadership development training, advocacy training, and networking opportunities. CAs will report increased confidence and skills related to community organizing and leadership development. Community Ambassador temas host neighborhood events to share/ teach their skills and knowledge about the leadership and community organizing.

Data Collection: Community Ambassador documentation, meeting agendas and notes, worksheets and other educational materials that are shared in the meetings, post program survey.

Outcome 2: The expanded Community Ambassadors will help form Community Ambassador Teams that are sustainable and representative of their neighborhoods.

Data Collection: Community Ambassador Meeting agendas

Outcome 3: The Community Ambassadors will lead meetings with community members, non-profit organizations, and faith communities in their neighborhood to discuss the Roadmap to Equity and collect stakeholder feedback to guide policy and implementation of the community transformation proposed in the Roadmap based upon their seed project

Data Collection: Community Ambassador Meeting agendas, Feedback summaries and documents, letters & memos.

Outcome 4: The Community Ambassadors will support increased engagement among members of their communities in local decision-making. Data Collection: Self-reported data to Community Ambassador (recorded monthly), from community members on participation, facilitated by Community Ambassadors, post program survey

**-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:           Christin Calloway

Date:            7/19/18

By entering your initials  
in the box,

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