



# Youth Mentorship 2019

## CBCR: Our Neighborhood – A Safe and Beautiful Place

Submit Application to: <mailto:cddapplications@cityofmadison.com>

Deadline: 12:00 pm CST (noon) on February 11<sup>th</sup>, 2019

*Late applications 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.*

**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:	MABSW	Amount Requested:	\$100,000
Title of Proposal:	MABSW Mentoring Program		
EIN and DUNS #			
Brief Project Description:	The proposed project is a one-on-one mentoring program targeting youth ages 13 to 17 who reside on or near the west side of Madison. The proposed project seeks to reduce involvement with the juvenile justice system, to build social and emotional skills of youth, to improve family communication, and to enhance community relationships among youth, residents, and law enforcement.		
Program Type	Group <input type="checkbox"/> Individual <input checked="" type="checkbox"/>		
# of Participant youth to be served	15		
Contact Person:	Olinka Clark	Email	madisonabswpres@gmail.com
Address:	P.O Box 259885 Madison, WI 53725	Telephone:	608-395-8473
Fiscal Agent ( if Applicable)	United Way of Dane County		
Contact Person:	Nick Wood	Email	nick.wood@uwdc.org
Address:	2059 Atwood Ave Madison, Wi 53704	Telephone:	608-246-4397

*All narrative answers allow for 2000 characters, which includes spaces.*

- 1. Applicant Organization or Group:** Briefly describe the history and structure of your organization and board. Describe your administrative infrastructure and experience working with federal funds. Include information about recruitment and use of volunteers, and history providing youth mentoring services.

**Contact Us! CDD staff are committed to helping interested groups understand and work through program requirements. Call Hugh Wing or Laura Noel at 266-6520.**

The National Association of Black Social Workers was created to improve the conditions of black people in America through liberation, racial equity, and self-determination. Olinka Clark founded the Madison Association of Black Social Workers (MABSW) in 2017 after recognizing that black social workers are uniquely suited to address issues impacting children, families, and communities in Madison. The organization has since grown to 20 members with an array of specialties.

MABSW is governed by a five-member Advisory Board who will directly supervise all programming efforts. Advisory Board members bring expertise in grant management and the management and delivery of human service programming. We are a growing association of practitioners, scholars, and students of all levels, including BSW, MSW, and Ph.D. Members have both research and direct practice experience in youth development, youth programming, case management, community engagement, program development, implementation science, and evaluation. Our members work and live in or nearby target communities and have experience working with targeted youth. We draw on existing relationships among the Association's member networks to support recruitment and retention efforts. Our unique training, expertise, and cultural familiarity positions us to effectively implement positive youth development strategies via mentorship intervention.

With United Way of Dane County (UWDC) serving as a fiscal sponsor and the substantive experience of the Association's members, we are poised to carry out the proposed project with excellence. UWDC has a history serving as fiscal sponsor for grants awarded through the Department of Justice. UWDC monitors grants, utilizes a financial monitoring system, and has internal financial controls and procedures for the management and oversight of grant funds. An independent auditor's report annually assesses the financial position of the organization, tests internal controls, and examines compliance.

## **2. Project Description and Strategies:**

- a. **Targeted neighborhoods and collaborations:** Describe the organizations experience working in the targeted west side neighborhoods; describe existing active partnerships and collaborations with community stakeholders on the West side of Madison.

Members of MABSW have diverse experience working in the targeted neighborhood with key organizations that serve the target area through volunteering, connections through professional full-time work, and social work field placements. At the organizational level, we are excited to establish new partnerships with stakeholders as we continue to expand our presence in Madison. We are especially interested in developing connections with Joining Forces for Families and the Meadowood Neighborhood Association, located in the target area.

- b. **Recruitment, Engagement, Intake and Assessment:** Describe your plan to recruit, engage and address barriers to participation for the **mentees**; Explain the intake and assessment procedure you will use to ensure youth meet the eligibility criteria and are likely to benefit from and stay with the program.

MABSW will identify and engage key institutional and community-based organizations to conduct informational meetings to generate interest among staff and youth. We will implement a social media campaign and hold at least two information sessions with parent and youth groups in the target area. As part of informational meetings, we will ask the youth and their parents about their needs and develop strategies for addressing participation barriers that can inform our recruitment efforts and program design.

Motivational interviews will be conducted with youth and parent applicants at a convenient location such as a library, community center, or school. Copies of application will be made available online and hard copies during informational sessions. The application will collect demographic information to assess eligibility (target neighborhood, truancy, etc.) as well as other information to assess motivation for participation in a mentoring program, academic achievement, risky behaviors, police contact, and social and emotional skills. Program staff will review each application and make a determination regarding program participation. Applicants not enrolled will be put on a waiting list and referred to other services. We will apply exclusion criteria (e.g. serious

mental illness or recent history of violent crime). Retention efforts will be bolstered by strategies to highlight participant progress toward personal goals and community connectivity.

- c. Recruitment, Engagement, Screening: Describe your plan to recruit, engage and retain **mentors** that have connections to the geographic area targeted by the RFP; Explain the screening and selection processes you will use for this program.

Informational discussions with key partners are intended for prospective mentors and mentees. In addition to utilizing the Association's network, we intend to target university student groups for outreach to potential mentors (e.g. Black Student Union, the Wisconsin Black Engineering Student Society, and the Black Graduate & Professional Student Association). The application process for mentors includes a written application, criminal background check, reference check, and a personal interview to determine eligibility. Persons with recent criminal history or accusations, arrests, charges, or convictions of child abuse or molestation will be immediately disqualified. Upon acceptance into the program, MABSW proposes the following strategies to engage and retain mentors: mentor training, assign mentors a peer buddy, conduct listening session to understand and implement strategies that address mentor needs, and foster a sense of community.

- d. Training: Describe program orientation and training that mentees and their families will receive.

Our proposal is to design orientation and training curriculum for mentors, parents, and mentees in concert with Dr. Algernon Felice, a cultural counseling psychologist and director of Cultural Bridges Treatment and Consulting LLC. Dr. Felice specializes in cultural identity and understanding how individuals negotiate and navigate cultures in different environmental contexts. Dr. Felice has worked extensively with both youths of color and youth involved in juvenile justice. MABSW is highly sensitive to barriers that prevent participation, so upon acceptance into the program, mentees and their families are invited to a hybrid Welcome Ceremony/Orientation. The orientation will introduce mentees and families to the goals and guidelines of the program, as well as the expectations of the program, mentors, youth, and family.

Describe curriculum and process for orienting and training mentors.

Mentor training will be designed by MABSW and Dr. Felice. Training will include didactic learning, large and small group exercises, peer-to-peer sharing, and personal reflection. Training topics will include:

- Strategies for engaging adolescents
- Childhood and adolescent development and trauma
- Socioemotional development & identity development
- Dissecting black cultures by religion, gender, age, and geographic region
- Person and social responsibility & accountability
- Identifying strengths
- Identifying social, legal, familial, educational challenges
- Conflict resolution
- Local resources
- Fielding mentor's questions about youth and mentor

- e. Matching: Outline tools, processes and strategies that will be utilized to implement effective matching of mentees with their mentors.

MABSW proposes multiple strategies to match mentees with mentors. As part of the application process, we will collect information from mentors and mentees on preferences. We will hold a match event to ensure

that mentors and mentees meet prior to finalizing the match. We will match on culture and race and pair our most experienced mentors with mentees who demonstrate the highest need.

- f. Monitoring and Support: Describe system of ongoing training and support that will be utilized to support mentee /mentor relationships, and monitor and document movement toward desired outcomes.

We propose the following strategies to support the mentee/mentor relationship:

- Engagement strategies incorporated into training and monthly events
- Review of mentor and mentee activity logs
- Listening sessions
- Staff consultation with mentors
- Peer support by assigning mentors a peer-partner
- Periodic events hosted by MABSW to foster community

Program staff will conduct bi-weekly check-ins with all program participants, during which participants are afforded the opportunity to voice their needs and to generate areas for improvement. A simple tracking system (spreadsheet and database) will allow the efficient tracking of discoveries and outcomes. To assess progress, we will utilize tools provided by the local evaluation consultant. More information on monitoring is provided in the evaluation section.

- g. Family Engagement and Support: How will the program facilitate the engagement of mentees families in the program? How will the program work with families to improve outcomes for the mentees?

We recognize that stable families support stable youth. The program will facilitate the engagement of mentee families by hosting activities for mentors, mentees, and families. We encourage mentors to make themselves available to advocate for the youth in various settings if the family requests. These settings include but are not limited to school meetings, court hearings, or encounters with human services. We will encourage collaboration among families by holding regular large group meetings with all participants to foster community

and assign parents a parent-peer. Additionally, program staff will be available to link families to community supports.

- h. Program Activities: Describe activities that will be provided to help build youth skill development and community connectedness for mentees and their families.

While we will encourage a range of skill-building program activities that reflect overall programmatic objectives, we will work with Dr. Felice and gather input from our families to tailor activities to program goals and the needs and preferences of our participants. Examples of these activities might include:

Activities intended to improve social and emotional skills:

- Service-learning projects
- Workshops on coping skills and trauma

Activities to improve youth communication skills:

- Role-playing adverse situations, conflict management, and practicing resolutions
- Social activities that offer youth the opportunity to practice communication

Activities to decrease interactions with police or youth justice:

- Develop a personal development plan with actionable goals and deadlines
- Introduction to new activities as alternative reinforcers

- i. Transitions/ Terminations: How will the program encourage positive connection and engagement during key transitional periods for youth? (for example 5<sup>th</sup> grade – 6<sup>th</sup> grade or 8<sup>th</sup> grade – 9<sup>th</sup> grade)

We recognize the important developmental stage of adolescence and the need to support mentors, youth and their families in preparing for key transitions. Regular large group discussion will include educational themes and topics. We attend to common transitions among adolescent to support them in successfully making transitions, adapting to change, critical thinking and effective communication. These themes will be embedded throughout the programming efforts and certain sessions. Youth, families, and mentors who participate in the formal MABSW Mentoring Program will always be part of MABSW. We expect relationships to be sustained beyond the project period. We anticipate enduring relationships between mentors, families, and mentees in ways that work best for them. We will prepare all program participants for the integration of skills and discuss strategies for maintaining relationships beyond the project period. MABSW intends to involve families in ongoing programming efforts such as monthly events and remain available to link the family to community resources.

How will the mentees and mentors be supported around transitions/closure/termination phases of their relationships?

Youth, families, and mentors who participate in the formal MABSW Mentoring Program will always be part of MABSW. We expect relationships to be sustained beyond the project period. We anticipate enduring relationships between mentors, families, and mentees in ways that work best for them. We will prepare all

program participants for the integration of skills and discuss strategies for maintaining relationships beyond the project period.

**3. Staffing and Scale:**

- a. Proposed service numbers: Include number of unduplicated participants to be served, adult to youth ratio, number of services hours to be provided and/or number of activities or meetings.

Our program will serve a minimum of 45 unduplicated individuals (15 youth, 15 parents/adult, and 15 mentors). 15 youth coupled with at least one parent/adult support person will be paired with a mentor. Each youth will receive at least one contact per week from the mentor and each contact will be for a minimum of two hours. Monthly community dinners for youth, parents/adults, and support persons will also be held to ensure additional contact with the youth for a minimum of two hours. Structured educational or social activities that advance the goals of the program and respond to the needs of participants will inform monthly community dinners.

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

Staff Position and Duties	F.T.E.* IN Program	Proposed Hourly Wage*
<p>Program Manager (Contractor):</p> <p>Responsible for the overall management of the program which includes guiding program implementation, evaluation and quality improvement efforts; managing day-to-day program activities, supervision of program staff; overseeing and establishing relationship with program partners; serving as spokesperson for the program; engaging in resource development and; working with fiscal sponsor to ensure appropriate management of funds and meeting funding deadlines. The Program Manager reports to the MABSW Board.</p>	.20	\$NA
<p>Program Specialist (Contractor):</p> <p>Responsible for coordinating and implementing all activities associated with the program. Duties are both administrative and programmatic in nature. Major duties include ensuring execution of planned events/activities; supporting participants; responding to the participant and public inquiries; community engagement; identifying resources; and assisting with data collection and analysis. The Program Specialist reports to the Program Manager.</p>	.20	\$NA
<p>Evaluation Specialist (Contractor):</p> <p>Responsible for guiding all aspects of the program evaluation process which include participation in local evaluation learning communities; design of evaluation tools; data collection; data analysis, program reporting, and preparation of data visuals. The Evaluation Specialist reports to the Program Manager.</p>	.20	\$NA
		\$
		\$
		\$
		\$

Staff Position and Duties	F.T.E.* IN Program	Proposed Hourly Wage*
		\$
		\$
<b>TOTAL</b>	0.60	<del>          </del>

\*FTE = Full Time Equivalent (1.00, .75, .50, etc.) 2080 hours = 1.00 FTE

c. Staff: Describe staff training and experience that is relevant to this program.

Olinka Clark (Program Manager) brings substantial youth development, corrections and case management expertise working with vulnerable populations, especially among persons experiencing poverty, substance abuse, and behavioral health disorders. Olinka is adept at promoting positive behaviors among youth and families and facilitating client empowerment to achieve self-efficacy across sectors (juvenile justice, health systems, and community-based organizations). Olinka earned a Bachelor of Science degree in Criminal Justice from Upper Iowa University and will complete a Master of Social Work degree from the UW-Madison School of Social Work in Spring 2019.

Sakara Wages (Program Specialist) possesses exceptional program implementation skills, specializing in cultural-sensitivity, race and mental health, and the adaptation of evidence-based interventions that support vulnerable populations. Sakara has experience supporting the educational needs of emerging adults. Sakara earned a Bachelor of Science degree in psychology from UW-Platteville and is a student in the joint Master of Social Work/Ph.D. in social welfare at the UW-Madison School of Social Work.

Quinton Cotton (Evaluation Specialist) has extensive experience overseeing the design, implementation, and evaluation of community-based initiatives and university-community partnerships. Previously, he served as a Program Officer with the Wisconsin Partnership Program at the UW School of Medicine and Public Health where he was responsible for managing over \$30 million in investments to improve health conditions in Wisconsin. Quinton is trained as a clinical and macro social worker and holds a Master of Science degree in Social Administration from Case Western Reserve University and a Bachelor of Arts degree in sociology and social welfare from Marquette University. Quinton is completing a Ph.D. in clinical and translational science at UW-Madison through the Institute for Clinical and Translational Research.

d. Volunteers: Describe how volunteers will be utilized in this program.

Our greatest strength lies in our network of diverse social workers, community practitioners, and scholars from the African diaspora who are members of MABSW and persons connected to MABSW members. We will draw on the network's collective expertise to assist with building a referral network, development of a resource guide, facilitation of discussions, provide training and technical assistance, support effective communication with program participants via social media, assistance with organizing events, community outreach, engagement activities, and resource development. Efforts will be made to listen to volunteers and support their needs. The Program Manager and Program Specialist will oversee the coordination and engagement of volunteers. We anticipate reaching up to 5 volunteers a month with an individual contribution to the program of at least 5 hours.

e. Outcomes: Funded programs will be required to collect data and report on three outcome measures identified in the RFP guidelines. Programs are encouraged to identify an additional outcome measure of interest. In the box below, describe the outcome measure and measurement tools and data collection processes you might use to document and report the impact of your program.

<b>Outcome Objective of Interest</b>	To reduce juvenile justice involvement of youth ages 13-17 years, build social and emotional skills of youth, and improve family communication and community relationships.		
<b>Performance Standard</b>	<b>Targeted Percent</b>	1-3%	<b>Targeted Number</b> 45
<b>Measurement Tool(s) and Data Collection Plan:</b>			
<p>We propose to apply utilization-focused and developmental evaluation principles in partnership with local evaluation consultant Dr. Jeffrey Lewis to document outcomes on youth adaptation of positive and healthy behaviors, parent-child interaction and community relationships. Our program will measure three primary outcomes: 1) 85% of youth will build social &amp; emotional skills and knowledge as shown by improvement on pre/post measurement tool; 2) 85% of parent(s), custodial adults or other significant adult family members will report improved communication with youth, and; 3) for youth with prior formal municipal violations or juvenile justice involvement, 85% will have no further municipal violations or juvenile justice involvement for the duration of the program. Our additional outcome: 90% of youth will be able to name two new people for their own personal support or development.</p> <p>During the 14-month intervention period from June 1, 2019, to July 31, 2020, formal data collection will occur in four time periods: Baseline in June 2019, T1 in September/October 2019, T2 in February/March 2020, and T3 in July 2020. Methods to gather data from youth, parent and mentors include surveys, document/record review, listening sessions, and interviews. A standard pre-post survey will be provided per federal practice. Other tools include a modified version of the Le Chéile Mentoring Service Survey Questionnaire to assess mentee relations with family and peers, engagement/development of pro-social behavior, and level of participation in risk behaviors. We intend to use a modified time series and panel design to analyze data to capture data at the individual level, account for instrument modification, and use the voices of families through qualitative data to capture meaning and progress. We will also utilize evaluation data to bolster program quality improvement efforts, document the implementation experience to ensure fidelity and track any adaptations to evidence-based practice.</p>			

#### 4. Cultural Relevance and Language Access

- a. Capacity and Strategies: Describe your organization's capacity and strategies to ensure language access and cultural relevance for your target population.

MABSW is a growing association of 20 BSW, MSW and Ph.D. students, practitioners and scholars. Our members have both content and practice experience in adolescent development, youth programming, case management, community engagement, program development, implementation science, and evaluation. Our members work and live in or nearby target communities and have experience working with targeted youth. Our unique training, expertise, and cultural familiarity positions us well to effectively implement positive youth development strategies through a mentorship intervention. MABSW has the capacity to serve a limited number of Spanish-Speaking youth and families through our Association.

- b. Staff Demographics: Does the staffing of the program reflect the racial and cultural diversity of the program participants? If not, what plans do you have to address this?

All members of the MABSW are of African ancestry. Our target audience for this proposal is persons from African ancestry and other persons of color.

#### 5. Budget and Funding:



You may be asked to submit additional information on agency finances and/or your most recent audit statement.

a. Project Budget:

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 above)				
2. Fringe Benefits and Payroll Taxes				
<b>B. Program/Project Costs</b>				
1. Program/Project supplies and equipment	2,500	1,500		
2. Office Supplies	1,500	1,500		
3. Transportation	2,800	2,800		
4. Food	6,000	<del>6,000</del>	6,000	InKind/ TBD
5. Other (explain) Website, postage	3,700	3,700		
<b>C. Space Costs</b>				
1. Rent/Utilities/Telephone	3,500	3,500		
2. Other (explain)				
<b>D. Special Costs</b>				
1. Other (explain): Fiscal Sponsor at \$9k, Contracted Staff at \$29k, Stipends at \$45k, Training at \$3k	86,000	86,000		
2. Other (explain):				
<b>D. TOTAL (A + B + C +D)</b>	100,000	100,000	6,000	<del>6,000</del>

b. Additional Information on Budget (if needed):

Our partnership with United Way of Dane County as the fiscal sponsor will ensure effective stewardship and compliance with local and federal regulations.

c. What percentage of your total Agency Budget is this project?

99%

d. Other Funding: What other funding do you anticipate pursuing if the project is expected to continue?

We intend to pursue funding opportunities with the Madison Community Foundation, the Wisconsin Partnership Program, and secure charitable gifts from members within our extended network

e. Proposed Timeline for Implementation

Activity	Estimated Start and Completion Dates
Training on Adolescent Development, Trauma and Cultural Normalcy	4/1/2019 to 5/31/2019
Recruitment and Retention of Mentors and Mentees	Ongoing
Weekly Mentor-Mentee Contacts	Ongoing
Monthly Community Potlucks	Ongoing
Quarterly Advisory Board Updates	Ongoing
Data Collection and Analysis Communications and Dissemination Strategy Implementation Generate Resource Development Plan	Ongoing Ongoing Year One

**-SIGNATURE PAGE-**

**Note: Potential applicants are required to attend a 2019 [Youth Mentoring RFP Application Workshop](#) or schedule a conversation with City Staff (Hugh Wing at 266-6520) on their proposal prior to 4:00 January 25, 2019 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.**

**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 March 2019. 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/civil-rights/contract-compliance/community-based-organizations/forms>

**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 is available on the [CDD Funding Process website](#)

**Reporting Requirements:**

The source of funds for this RFP are federal Funds awarded through the US Department of Justice to the City of Madison and Common Wealth Development as part of the "CBCR: Our Neighborhood – A Safe and Beautiful Place" grant. There are federal regulations and requirements above and beyond the City's standard contract requirements that will apply to the administration of these funds both for the City and for organizations receiving funds under this grant. These requirements apply to multiple facets of grant administration for funded programs including access to funded activities, specific guidelines regarding cost allocations, employee management, budgeting and expense reporting, data collection and reporting on funded activities. It is expected that funded projects will work closely with city staff to develop systems and processes to address these requirements. These requirements can be found on our website under [Resources](#).

**Signature:**

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

Applicant Signature:

Enter  
Name: Olinka Clark

Date: 2/10/2019

By entering your initials  
in the box,

OC

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