

Proposal Cover Sheet

Request for Proposals for Community Outreach and Support Services During and After the Trials
Related to the Killing of George Floyd

Name of Application Organization: Worldwide Outreach for Christ

Organization Address: 3808 Chicago ave South Minneapolis, MN 55407

Organization telephone number: 612-824-1774

Contact person name and title: Nathan Ratner, Director of Development

Contact Person phone number: 612-619-2005

Contact Person Email Address: nathan.ratner@gmail.com

Geographic Area for services: South

Total Amount Requested: \$174,995

To help provide clarity, I have arranged the information in the Organizational Capacity and Relevant Organizational Experience sections to directly respond to the stated requirements or informational questions on pages 2, 3, 4, 20, and 21. Please feel free to reach out for clarification if something is unclear.

Organizational Capacity

1. Why can your organization do this work?

- a. Worldwide Outreach for Christ, who will be the fiscal agent for this grant, has instituted and maintained high-level financial management practices since its inception. WWOC uses dual controls when handling finances, there is always two workers that count the money and place it in the safe. One person has a key and the other has the code. Cash is locked up immediately upon collection in a water resistant and fireproof safe and is deposited into the proper fund account the next business day. There is a separation of duties in the finance department; Cash handlers (they handle the cash, reconcile and deposit it), Accounts Receivable (they apply cash applications from multiple giving formats and post the deposit into the QuickBooks system), Accounts Payable (they process and pay all the invoices, manage the weekly check cut for vendors, workers, and contractors) and Finance Director (Reconcile bank statements, Manage finance department operations, prepare financial reports, member services, assess policies, procedures, controls and make improvements, etc.) Payments made to workers, contractors, and others are always issued in a form of a check to ensure proper checks and balances of accounts and financial responsibility. There are dual signatures from upper management for check signing as an additional safeguard.
- b. Contracting hiring and management experience
 - i. Worldwide Outreach for Christ routinely engages contractors in a variety of areas. The organization has a network of individuals with experience, expertise and passion that matches the positions outlined in this grant. To facilitate working with large numbers of staff, WWOC has developed clear and strong communication protocols. It also has an established protocol for central planning and scheduling.
- c. Admin Expectations
 - i. Ensure documentation of any safety issues impacting Outreach Workers or community members encountered by Outreach Workers on shift and communicate them to the City.
 1. Both Agape and the WWOC Healing Hands Outreach Team (HHOT) have detailed communication and documentation protocols for all safety events.
 - ii. Execute and manage contracts or employment agreements with Outreach Workers who have

1. WWOC signs and executes contracts with 20+ contractors per year totaling in the hundreds of thousands of dollars.
2. Both WWOC and Agape are deep rooted in the community and as such have strong relationships with an unparalleled array of leaders and stakeholders in the community. Agape and the HHOT have both received training in multiple de-escalation techniques. There is a budget to provide additional training within the street outreach program. We will also leverage multiple channels to seek training programs offered as in-kind donations.
- iii. Provide outreach coverage schedules regularly to the City and Outreach Workers.
 1. WWOC routinely develops staffing schedules and could readily provide them upon request.
- iv. Create plans for rapid response activation of Outreach Workers and communicate those
 1. This is maybe the greatest strength of the Street Outreach Program. Given the deep community connections, Agape and HHOT can have 20 trained, community respected, outreach workers to the Square within 10 minutes. They can mobilize 60 trained outreach workers for an All Hands Emergency within 20 minutes. The grant will provide additional capacity to train more volunteers and create coordination plans with the City of Minneapolis.
 2. WWOC routinely provides regular, timely payments by check to Outreach Workers for all undisputed hours.
- v. Ensure programmatic documentation and reporting expectations are met.
 1. It is already routine practice to file shift reports for each shift.
 2. Submitting regular progress reports detailing output measures
 - a. Multiple concurrent metrics will be tracked and evaluation in the course of implementing this plan. The metrics are included in the description of each program in the Activities Section.
 - b. The applicants of this grant would like to develop a collaborative partnership with the city to envision the future of community work in our city. WWOC and Agape are focused on how to build a model for justice that will be studied and replicated around the world. This can include roundtable discussions and co-learning experiences.
 3. Participate in planning, development, and ongoing progress meetings with the city and city-identified partners
 - a. A core program of this grant is the George Floyd Community Coalition Roundtable. This will strengthen community bonds while creating a high-capacity entity for the city to partner with. It also provides a clear of communication.
- d. Ensure that all outreach workers will not perform any law enforcement functions or tasks.

- i. This discipline comes with training and coordination with law enforcement. Agape and HHOT are committed training so that they know where those boundaries are. But that is where partnership with community outreach workers is so critical because the outreach teams can do things that police cannot. So this is a rich space of possibility for partnership.
- e. Outreach activities
 - i. Workers identifiable
 - 1. The budget provides for apparel that will clearly identify the outreach teams.
 - ii. The program will have a strong structure of oversight to ensure that while there must be some room allowed for programs to organically grow, the strong administrative culture and practice will ensure it stays within its scope of work.
 - iii. The budget has funding to cover the increased premiums that will result from providing insurance for this work that are within the city's parameters.
- f. Staff/volunteers/contractor capacity
 - i. How many 6-hour shift
 - 1. Agape: 15
 - 2. HHOT: 10
 - ii. How quickly 8-10 member rapid response team
 - 1. Agape: 10 min
 - 2. HHOT: 5 min
 - iii. Emergency all hands response
 - 1. Agape: 25
 - 2. HHOT: 15
 - iv. All positions will be contractors so no fringe benefits are included in the budget.
- g. As stated above, the budget has an allocation to acquire sufficient insurance coverage for at least the 9 month duration of the grant activities.

Grant Restrictions

- The proposed activities in this grant will be focused in George Floyd Square.
- The grantees will abide by the city's activity restrictions and most of all the firearm restriction.

Relevant Organizational Experience

- 1. Current Agape + HHOT Activities
 - a. Routine, proactive high-impact outreach
 - b. Two-way communication with city
 - c. While out on a shift, outreach team members utilize de-escalation, mediation, and conflict resolution skills as needed.
 - d. The outreach teams conduct community information campaigns on a variety of topics.

- e. HHOT and Agape are both focused on George Floyd Memorial Square and the surrounding neighborhood.
 - f. Both HHOT and Agape have de-escalation training and will undergo more through this grant program.
 - g. Wholistic community empowerment and safety training. Efforts will be made to find training partners who would be willing to provide in-kind donations.
 - h. The grant program proposed will demonstrate a new way to do community empowerment and safety. The strength of this approach will help set a new standard.
2. If organization does not currently do work
- a. The only brand new program included in the grant is the formation of a formal George Floyd Square Coalition. However this is a natural evolution of existing relationships and shared interest.
 - b. Why qualified to do work
 - i. WWOC has been on the corner of 38th and Chicago for 39 years and Agape is widely respected.
 - ii. WWOC and Agape are nodes in dense community networks. They are respected and trusted because they have been there, doing the work. They were doing the work before George Floyd was murdered and these will be the organizations who will continue to do this work, long after all the protestors and media have moved on. George Floyd became a symbol of systemic violence for the world but for the people who live around 38th and Chicago, it was another dead black man in a long list. George Floyd died at 38th and Chicago because it has been a long-neglected space. Honoring George Floyd demands investment in the community around George Floyd Memorial Square.

Activities

Healing Hands Outreach Team and Agape

This street-level community outreach program is a partnership between Agape and HHOT. This will be a coordinated and organized effort to provide high-level, professional engagement activities including de-escalation, healing, community coordination, and event logistics. There are multiple groups vying for “control” of George Floyd Square, this united front provides a trusted partner for the city to work with as we all move forward to confronting the looming events of the anniversary of the murder, the verdicts of the officer trials, and re-opening of the Square.

Specific Activities

Street Outreach

Depending on the day and the time, the dynamics of George Floyd Memorial Square are vastly different. As such, the staffing and the activities that the outreach teams will engage in have been shaped into three categories: daily, evenings, and weekends.

The daily activities and shifts are spent engaging stakeholders and visitors to the Square. They are also devoted to providing the range of community services listed below. The daily shifts are meant to provide a visible presence to demonstrate a sense of community leadership and order. They also ensure that if there is a conflict or an emergency arises during the days, that outreach workers are immediately on the scene to engage.

The evening shifts are designed to provide a more robust presence to deter violence and to proactively engage in de-escalation and conflict mediation processes. This is where coordination with the City and the MPD will prove especially critical as the weather warms up.

The weekend shifts are designed to provide a safe space for visitors, including media. The number of outside visitors is higher on the weekend and having easily identifiable community-based outreach team to help provide structure to the social environment, creates a safer and more welcoming space for all to come and grieve and seek healing. The larger staffing numbers are designed so that the outreach teams are able to effectively provide services for the larger numbers of people that will be coming as the weather gets warmer and the forthcoming events (anniversary, verdicts, etc) occur.

Communications

The teams are already in constant communication with multiple components of city leadership. They currently connect with the director of the Office of Violence Prevention 3-4 times per week. They are in contact with Mayor Frey, Chief Arradondo, and Council Members Jenkins and Cano at least one time per week.

With the capacity that this grant will add, the level of communication will substantially increase in both frequency and variety. The outreach groups will be able to dynamically coordinate with multiple city partners to both plan ahead for events such as the anniversary of the murder and for emergency response. One concrete example of the importance of this is when the ambulance could not gain access to the Square in response to the shooting that occurred on 3/6/21. If the level of communication that will be enabled by this grant had been in place, the outreach teams could have ensured that the ambulance and police would not have had encountered resistance at the barricade.

In addition to high-level communication with the City, the outreach groups are in daily contact with key stakeholders in the community such as the business owners. These are trusted relationships and as such sensitive information is able to be shared. This unique access to information allows the outreach teams to identify and respond to issues in real time. Having personnel who can quickly and effectively respond to situations in the Square is of paramount importance given the difficulty that first responders have and will continue to have gaining access.

Training

Continued training is critical to the success of this effort. The outreach teams have received multiple trainings in de-escalation and conflict mediation but this grant will allow the teams to receive additional training. It will also support the development of a training curriculum that the outreach teams and provide to volunteers to increase the number of outreach workers for both staffing and emergency response. The budget has funds allocated for

fifteen 1-hour trainings for volunteers and the community. The will provide tremendous impact on the overall safety and engagement level of the community.

Community Services

The outreach teams currently operate a clothing and food shelf, programming for unsheltered people, snow removal (during winter), and cleanup of the Square. They are in the process of developing youth leadership initiatives that they will have the capacity to deploy with this grant.

Leadership

Agape and the HHOT have independent leadership structures that are in constant communication. Steve Floyd is the leader of Agape and Lance Fluence is the leader of the HHOT. There is a clear command structure which enables fast and decisive action as well as strong communication and reporting protocols. The leaders are already doing this work. The grant will provide funding to support the expanded activities of the outreach teams.

Other Details

There is budget allocations for apparel so that the outreach team members are clearly identifiable. In addition Agape and HHOT members will receive distinct outfits so that the two teams are readily identifiable. There are also allocations for new signage and lighting. These items will enhance safety in the Square. Investment in Agape and HHOT will bring a high return in terms of impact because the leaders and members of these teams are densely connected and well respected by the community. This enables them to have influence just by their presence and to muster strong responses to situations as they arise.

Effectiveness and Challenges of Work

We know this work is effective and impactful because these groups have been doing it for the past year. The work outlined in this grant proposal is not new, it is simply an enhanced version of what is already occurring. The challenges to doing community outreach effectively in George Floyd Square right now are numerous. That is why it is essential that those who are already doing it receive funding to enhance their efforts. Agape and HHOT are staffed with people who live in the community and are respected. This means that they are able to elicit cooperation in ways that no other groups can. Empowering these folks is the most effective strategy for increasing safety, communication, and services to those in and around George Floyd Square. Agape and HHOT know the challenges to doing the work and they know how to overcome those challenges better than anyone.

Evaluation Metrics

Numerous data streams will be tracked during and beyond the duration of the grant. They will be based on standardized shift reports and event reports. These include: nature and time of safety incidents, intervention techniques applied, effectiveness of those intervention techniques. 360° Feedback Reports from community stakeholders will be solicited to assess effectiveness of outreach from their perspective. This data will be cross referenced with first responder reports to quantitatively determine the impact that the efforts are achieving. The

analysis will be documented in reports that will be shared with partners within the City of Minneapolis.

George Floyd Worldwide Healing Hands Project

The Healing Hands Project is a non-religious, community event hosted by Worldwide Outreach for Christ. It occurs every Saturday from 1-3pm in the Church's parking lot on the corner of 38th and Chicago. It features multiple components all of which are designed to contribute to George Floyd Square being a safe, healing space for everyone. This is a high-impact proactive community outreach initiative. The Healing Hands Project is already in operation and the program described in the grant will further enhance its impact.

Specific Activities

Healing Hands Circle

The heart of the project is the Healing Hands Circle. At around 1:30pm every Saturday, everyone who is present in the Square is invited to come to the Church parking lot to join hands in a circle while Pastor Curtis Farrar speaks about how we can help each other heal from the historical and ongoing trauma that has brought us all together. After, hand sanitizer is provided to every participant. What is remarkable is that each week, the circle grows in size. People are learning about the event and coming even though there has been no formal promotion effort.

Cookout

Through the Healing Hands Project events, James Johnson, a member of the church, is cooking food to freely give away to whoever wants to eat. This creates a strong community feeling and creates opportunities for connections so that people can talk and feel welcomed to the space by a community organization. The funding allocation in the budget will allow James and his team to enhance their offerings by cooking more food, enough to serve 60 people per week through October. An added benefit is that it will allow James the time to solicit donations from local restaurants so that the program can offer more food on more days. The benefits of offering food range from increased community cohesion to greater safety through the atmosphere created by everyone eating together.

Music

Live music is another means through which the Healing Hands Project creates an atmosphere of conviviality. The Church music group has performed during the events and the more music groups are being invited to perform during the events. The impact of having live music in George Floyd Square is profound. It immediately transforms the environment and provides needed joy. The budget allocation for music is to provide small stipends so that the program can attract more prominent groups.

Food Box Distribution

A food box distribution also happens during the Healing Hands Project events. Boxes of non-perishable food as well as some perishable items like milk are donated to the church every week and are distributed freely to anyone. This service also contributes to the atmosphere of peace that the Healing Hands Project seeks to cultivate.

Leadership

The Healing Hands Project is led by a formal Planning Committee consisting of seven members. The committee meets weekly and engages in its work with a high organizational standard. This is also what provides the capacity to expand the program. The committee is currently engaging with potential partners from the healthcare sector to provide physical and behavioral health services and information during the events. With the current leadership team in place, the event will continue to grow in size and impact.

Effectiveness and Challenges of Work

The impact of the Healing Hands project is evident and on display every Saturday from 1-3pm. The positive, proactive effect of this outreach program is felt by those who attend. This is evident from those that have come to the event and reported that they did so because their friend or family member told them about it. The program was designed to minimize challenges which is why it is held on the church's parking lot and the planning committee has been appointed by church leadership due to their professionalism. Thus, the leadership has the skills and capacity to overcome the challenges that naturally occur with any recurring event as well as the additional logistical challenges that come with having an event in George Floyd Square.

Evaluation Metrics

Metrics that are tracked are a rough estimate of the number of people in the Healing Hands Circle each week, the number of people who receive food, and the number of people who receive a food box. With the additional capacity provided by the grant, short standardized interviews will be conducted randomly with participants to gauge their experience and whether the intended goals of providing a space of healing and community are being met. These interviews will be entered into an online form so that refinements to the program can be made to enhance its impact.

George Floyd Square Coalition Roundtable

This initiative will formalize the already existing network of stakeholders who live and work around George Floyd Square. The grant will provide support for a weekly roundtable meeting throughout the 9 month duration of the grant as well as centralized communication and planning. The capacity for partnership with the City as a unified entity carries a host of benefits in terms of planning, communication, and emergency response. The Coalition can both communicate with the City directly but this organization also provides the City with a built-in network of trusted community members to share informational campaigns and awareness of resources. Possibly the greatest benefit of this program is that, once launched, the Coalition will continue working beyond the duration of the grant. The work that needs to be done at 38th and Chicago, and the surrounding neighborhood, will continue for many years. Having a strong leadership structure to represent the community will have longitudinal benefits for helping to honor George Floyd and envision a better future.

Specific Activities

Coalition Building

This initiative will formalize the already existing network of community stakeholders into a board structure to enhance the organization and capacity of the stakeholder members. It will also prevent burnout by reducing the workload on a single member. This formalization process carries both short and long-term benefits. It enhances communication and planning capacity immediately and also provides the City with a trusted community partner to collaboratively envision the future of George Floyd Square.

Weekly Roundtables

The weekly roundtable meetings will allow for communication and planning to be centralized and as unified as possible. It also allows for greater information sharing between stakeholders which helps build trust and empowers the community to be able to more proactively address issues as they arise. These roundtables also provide dedicated forums to invite partners from the City and other organization to present to the coalition and join the discussion.

Leadership

This coalition will be comprised of existing community leaders and stakeholders. These individuals all already communicate regularly so the coalition simply adds a formal structure on top of the existing relationships. As such, the coalition will launch with significant leadership and trust already in place.

Effectiveness and Challenges of Work

It is a common truth that clear communication leads to better outcomes no matter the pursuit. The great challenge of building any coalition is to coordinate and garner buy-in. This program starts from a strong relational foundation and simply builds upon existing practices. There is stated desire for a more formalized group to exist that can better coordinate and advocate for community needs. And once established, the coalition will help provide leadership for that area for years to come. This is because the stakeholders who will be part of this have been in the community for years and they are committed to building a better future.

Evaluation Metrics

The metrics that will be tracked are related to engagement and perceived effectiveness of the group. Simple metrics such as attendance at meetings will be tracked but more emphasis will be put on confidential qualitative feedback forms that members of the coalition will complete on a staggered schedule. This will help the group understand what it is doing well and how it can improve. A separate confidential qualitative feedback form will also be given to the City and the coalition's other partners to solicit similar feedback. The anonymized results of the feedback forms will be shared with the coalition for development recommendations and refinements.

Outreach Awareness

This grant will support a dedicated awareness campaign that has both digital and analogue components. The core activity will be a developing a social media following for the work being done by coalition members and the City in George Floyd Square. The benefits of this work are profound as it will amplify any information campaign or organizing effort.

Specific Activities

Social Media Campaign

Build a social media campaign around the many activities and projects already under way in George Floyd Square. By creating a unique account on each of the prominent social media networks, with a focus on Instagram, the coalition can promote the positive actors in the community and the good work that they do. They can help provide focus and additional resources to those who are deserving of support and recognition based on their work. It also provides a very efficient way to reach a great number of people to spread accurate and important information. The budget has an allocation for a small amount of targeted advertising to help launch the

In-person engagement

The budget also has an allocation to physical objects that can be given away to those who visit George Floyd Square. The purpose of this is to develop direct relationships with more individuals to build greater engagement and support for the community stakeholders that are going to lead the effort to re-imagine George Floyd Square and the boarder community. campaign.

Leadership

This effort will be led by Tayo Daniel. He is the founder of Aeterna Media and has extensive experience executing high-impact digital campaigns for a wide range of social impact clients. Tayo is contributing to this effort pro-bono because he believes in the importance of this activity. The company website is: www.aeterna.media

Effectiveness and Challenges of Work

The experience and professionalism that Tayo brings will ensure that the effort is effective in its goal of building a trusted source for information about the Square. He brings a strong record of innovation and success to this project.

Evaluation Metrics

Social media allows for many highly informative data streams to be tracked automatically. We will learn who is engaging with the content and thus potential volunteers and partners. It will also provide a clearer view of who is engaging with City provided information and resources to help inform what efforts need to be taken to engage communities effectively.

Budget Overview					
Outreach Campaigns					
Healing Hands Outreach Team + Agape			78095		
George Floyd Worldwide Healing Hands Project			43300		
George Floyd Square Coalition Roundtable			15000		
Outreach Awareness			6000		
Supplies			5000		
Printing			1500		
Total Direct Costs			148,895		
Administrative Overhead cost (14.92%)			26100		
Financial Administration	1200	9	10800		
Grant writing and ongoing record keeping and reporting	1200	9	10800		
Program Leader	500	9	4500		
TOTAL			174,995		

Healing Hands Outreach Team + Agape							
Item	# of people	hr/day	day/week	total hours per week	Total hours for 9 mo workplan	hourly wage	total
Daily Outreach	1	3	7	21	756	20	15120
Weekday Evening	2	2	3	12	432	20	8640
Weekend Events	4	4	2	32	1152	20	23040
Supervisor	1	500/mo	9 mo				4500
total							51300
Supplies	#	Cost per unit	total				
Flashlights	40	30	1200	Maglite Industrial Xenon Handheld Flashlight, Aluminum, Maximum Lumens Output: 98, Black			
Water bottles	40	10	400	Wholesale vacuum sealed bottles			
Metal Sign (Design + Fabrication)			1740	Estimate from shop			

Lights	570	4	2280	RAB 26 Watt LED Stealth Security Light - 110° Detection - 5000K - 2,280 Lumens - 120V -			
Communications Hardware	40	50	2000	Motorola T470			
Hats	50	20	1000	Source: vistaprint			
Volunteer shirts	30	20	600	Source: vistaprint			
agape hoodie	40	25	1000	Source: vistaprint			
healing hands polo	40	25	1000	Source: vistaprint			
total			11220				
Training	#ppl	Hours	Rate	Total			
HH Outreach Team + Agape				1000	paid training for teams		
Volunteer Trainings	3	15 1 hr trainings	25	1125	funding for outreach teams to train volunteers		

					funds development of training course for volunteers		
Training Development	2	5	25	250			
total				2375			
	monthly rate	annual cost					
Insurance	1100	13,200		13200	based on \$1100 increase per month in premiums		
TOTAL				78095			

George Floyd Healing Hands Project					
Item					
Healing Hands Food Service Proposal	Salary (month)	# of month		total	
Chef/Manager Marketing/Catering/	\$2,500	6		15000	
1st Cook	\$1,500	6		9000	
Food Cost	5/person	60/week	28 weeks	8400	Based on industry estimate
Kitchen Rental	600/mo		9 mo	5400	Includes equipment for transportation and serving for COVID protocols
Professional Insurance & Licenses	\$50			500	
Equipment	3000			3000	
Stipends for musical guests	variable			2000	
TOTAL				43300	

Outreach Awareness	Cost per Unit		Cost		
Item					
Targeted Facebook Ads	0.10 cents/impressions	30000 impressions	3000	source: facebook	
Promotional Items	1.50 per item	500	750	source: vistaprint	
Social Media Manager	75	30	2250	staff position to executive social media informational campaigns	
TOTAL			6000		

Supplies and Printing					
Item					
Desktop Computer	1	2000	137.5	2137.5	27" iMac
Printer	1	600	41.25	641.25	HP Color LaserJet Pro MFP M479fdw
Software		600	41.25	641.25	Variety of productivity programs
PA system	1	585	40.1	625.1	Rockville RPG15 15" 2000w Active PA/DJ
Call forwarding system of 24 hour	9	80	49.5	769.5	grasshopper small business
Office Supplies				185.4	various
TOTAL				5000	
	Cost per	pages			
Printing	0.15	10000		1500	