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Table of Contents

5	THE PREAMBLE: AN AUDACIOUS AFRICAN AMERICAN COMMUNITY
8	OVERVIEW
10	<i>figure 1</i> • Five Focus Areas & Chairs
11	<i>figure 2</i> • The Ongoing Evolution of Justified Anger Groups
12	HISTORY OF LOCAL RACE STUDIES AND INITIATIVES
13	<i>figure 3</i> • 20 Years Of Race-Focused Initiatives In Dane County
14	<i>figure 4</i> • Wisconsin's Median Hourly Wages By Gender & Race, 1979-2005
17	THE JUSTIFIED ANGER INITIATIVE: WHAT IT IS & WHY IT WILL WORK
18	<i>figure 5</i> • Justified Anger Process Map
19	<i>figure 6</i> • Justified Anger Empowerment Model for the <i>Our Madison Plan</i>
22	OUR MADISON PLAN: FROM DISPARITY TO PROSPERITY
23	<i>figure 7</i> • Community Engagement: Justified Anger Events
24	<i>figure 8</i> • Next Phase: Accountability On Both Sides
29	<i>figure 9</i> • Justified Anger Organizational Chart
30	OUR MADISON PLAN: GOALS & OBJECTIVES
30	FOCUS AREA: EDUCATION
34	FOCUS AREA: ECONOMIC DEVELOPMENT
34	<i>figure 10</i> • Median “Household” Income Comparison
35	<i>figure 11</i> • Unemployment Rates in the County, State & Country
37	FOCUS AREA: INCARCERATION
37	<i>figure 12</i> • Juvenile Arrest Rates, per 1,000 Juveniles
38	<i>figure 13</i> • Percentage of Population Incarcerated or on Community Supervision
40	FOCUS AREA: FAMILY & COMMUNITY WELLNESS
43	FOCUS AREA: LEADERSHIP & CAPACITY DEVELOPMENT
43	<i>figure 14</i> • Employment by Sector
46	PROPOSED START-UP AND PERSONNEL BUDGET
49	<i>figure 15</i> • Start-Up Projections
50	FUTURE DIRECTIONS: MOBILIZING MADISON FOR CHANGE

Table of Contents

CONTINUED

53	REFERENCES
54	APPENDIX A. SUMMARY OF COMMUNITY ENGAGEMENT IN PHASE I
54	<i>figure 16</i> • Community Engagement: Mailing List
54	<i>figure 17</i> • Community Engagement: Listening Sessions With African Americans
58	APPENDIX B. EXAMPLES OF INNOVATIVE INTERACTION TO BUILD SOCIAL CAPITAL

THE PREAMBLE

An Audacious African American Community

There was a time when being **Audacious** and African American would cost one their life.

There was a time when being **Audacious** and African American would cost one their business or livelihood.

There was a time when being **Audacious** and African American could cost one their reputation and acceptance by those in power.

There comes a time when African Americans, who currently face desperate times, must seek desperate measures. Meaning, we must muster the **Audacity** to speak our minds, take our places in our communities as leaders, stand for justice in the face of injustice, and fend for our children, our families, our culture, and our future.

We were **Audacious** enough to believe that we were stronger than our chains, smarter than our captors, greater than our masters, and more humane than those who deemed us only three-fifths of a human being.

We were **Audacious** enough to fight in American wars for freedom, hoping our patriotism would be recognized as well as our equality. We were **Audacious** enough to work in sharecroppers' fields in hope of our own 40 acres and a mule, and **Audacious** enough to maintain sanity in the midst of it all.

We were **Audacious** enough to learn to read when it was illegal, and **Audacious** enough to attempt to vote when it was unsafe.

On the heels of the Emancipation Proclamation, we were **Audacious** enough to successfully run for political office—even in southern states where white citizens openly practiced violence and discrimination against us as a part of their daily ritual. In spite of this, sixteen of us were even **Audacious** enough to be elected to Congress before the turn of the 20th century during Reconstruction.

We were **Audacious** enough to create churches and denominations when God’s people told us we weren’t welcomed. We were **Audacious** enough to create our own schools, colleges and universities to prepare our children for leadership in a hostile world, and **Audacious** enough to use separate-but-equal-classrooms and last-year’s hand-me-down text and reading books to train brilliant African American minds that they could compete with the best White minds in the world!

We were **Audacious** enough to work in factories, create our own medical clinics, funeral homes, clothing and grocery stores, repair businesses, barbershops and beauty salons, insurance companies, banks, and restaurants. In doing so, we built homes, created, supported, and sent our children to school, and paved the way for the establishment of an African American middle class.

When our collective **Audacity** gave way to individual competition, we lost momentum, unity, and pride. The perfect storms of 345 years of slavery and Jim Crow, the War on Drugs, federal incentives for single parenting, loss of tax bases due to “white flight” to suburbs, the departure of local jobs and economic security from inner cities and rural towns, the influx of drugs into our country, the lost hopes in our households, schools, churches, and neighborhoods, and a myriad of other social and economic challenges and policy decisions, produced the magnificent crisis of inequality that we live with today.

Personal prosperity blighted our collective **Audacity**, our collective strength, and our collective economics. Many lost faith in God. More of us lost faith in each other and our ability to do good for ourselves.

The Civil Rights Movement, though a call to interdependence, mutual acceptance, and fairness for all, was never, ever, meant to be an abdication of our African American heritage, pride, strength, or **Audacity**.

The Justified Anger *Our Madison Plan* endeavors to take Civil Rights a step further. We are challenging African Americans to reclaim our **Audacity**. Our community must be strong whether or not things change—although we hope and pray they do. African Americans have abdicated our **Audacity**; no one took it from us. We will reclaim it in this community beginning right now. We will collectively serve our children, support our single mothers, reengage our struggling fathers, promote the importance of family and co-parenting, support our community’s faith and business leaders, and promote our collective agenda that empowers us – not separates us – from each other.

We will exercise the **Audacity** to hold African American families, parents, students, faith communities, sororities and fraternities, service organizations, and elected officials accountable for the success of our community. Likewise, we will exercise our **Audacity** to hold the broader governmental and business leaders, funding and service agencies, as well as our local schools; accountable for the role they play in assuring success for all Madison-area residents.

Justified Anger is also challenging white civic, philanthropic, governmental, business, and educational leaders to reclaim their **Audacious** confidence in the Declaration of Independence which assures that all local people are created equal, that they are endowed by their Creator with certain unalienable rights, that among these are Life, Liberty and the pursuit of Happiness. We call for an end to the tale of two cities and a closure of the opportunity gap for our children. **Audacity** is not new to Madison, nor is it new to its African American leaders and community.

The *Our Madison Plan* will be successful because we stand on the principles found in the Old Testament passage in Jeremiah 29, which states that we should seek the Shalom—or peace—of the city, for in doing so, we will find our own peace as well. To paraphrase, it simply means that if you want to improve things for your own family, work to improve them for everyone's family and your family will benefit from the collective good. If you want safe and clean water in your faucet for your children, help create safe and clean water for the entire community, for all children, and that is how you will be able to turn on your faucet and find clean water for your own family. That's **Audacious**.

It is that simple.

The *Our Madison Plan* offers an opportunity to once again be **Audacious** by catalyzing the community to realize a vision for a unified and forward thinking community where every child, adult, and family is respected, supported, and valued.

Our plan is a call to **Audacity**, because anything less would be uncivilized and ineffective, hence continuing the ruin of our collective future as a great Community and State.

Our Madison, Forward, Audaciously!

Reverend Dr. Alexander Gee, Jr.

Chair, Justified Anger

OVERVIEW

The Justified Anger (JA) initiative was organized to coordinate community-wide efforts to narrow racial disparities in the City of Madison by taking advantage of the rich community-based leadership potential. The *Our Madison Plan* empowers African Americans to identify key priorities in education, employment, incarceration, family and community wellness, and leadership and capacity development that will lead to better educational, social, economic, and health outcomes for African American children and adults in Dane County. This framework outlines a plan addressing and overcoming similar disparities in other communities in Wisconsin and beyond.

VISION STATEMENT

The Greater Madison community will become a place where African American children, adults and families thrive and succeed personally and professionally, and feel valued.

MISSION STATEMENT

To eliminate racial disparities and create opportunities that empower the African American community to achieve its full potential and prosper.

BACKGROUND

In December 2013, Reverend Dr. Alex Gee, Jr., Pastor of Fountain of Life Covenant Church and President and CEO of the Nehemiah Community

Development Corporation wrote a powerful and thought provoking essay about his personal experiences with race relations in Madison that quickly garnered attention in the broader community and media. A group of community leaders were pulled together to address the outpouring of concerns, specifically from the African American community.

THE INITIAL COALITION INCLUDED

Pastor Alex Gee, Jr., Keetra Burnette of the United Way of Dane County, **Kaleem Caire** of Achieve64 and One City Early Learning Centers, **Lisa Peyton-Caire** of the Foundation for Black Women's Wellness, **Lilada Gee** of Lilada's Livingroom, and **Michael Johnson** of the Boys & Girls Club of Dane County

THE COALITION SET OUT TO ACCOMPLISH THREE THINGS

- 1 To create a leadership team and coalition that would empower the African American community to define its own solutions.
- 2 To establish a plan of action to address long-standing and harmful racial disparities in social and economic outcomes.
- 3 To partner with other leaders, agencies, and employers within and outside of the African American community to get results.

Between February and September 2014, this group hosted numerous community listening sessions and focus groups with African American children and adults, and worked together to determine what JA's areas of focus should be based on what was learned.

OUR MADISON PLAN

Racial disparities in Madison and throughout Wisconsin have created dramatically different realities along racial lines. Wisconsin routinely ranks as the worst state for social, economic, educational and health disparities when comparing African American and white children and families in the nation. Current services, efforts, and solutions are fragmented and are underserving the African American population in Madison and statewide. The goal is two-fold. First, is to create a movement for "Our Madison" that will unite leadership, vision, policy and strategy to identify the gaps in services and areas of need as they pertain to the successes and challenges of Greater Madison's African American community. Second, is to plan and implement a long-term strategy to improve the lives of African Americans in Madison, expand resources available, and rectify the damaged image of the state as unfriendly and unsupportive for people of color.

Based on what was learned through community listening sessions, the Coalition identified five key areas of focus: Education, Economic Development, Incarceration, Family and Community Wellness and Leadership and Capacity Development. In the fall of 2014, African Americans with significant

professional leadership and personal experience in each area were recruited to serve as co-chairs for each focus area. Work teams were subsequently established for each of the focus areas and chaired by local African American Subject Matter Experts (see Figure 1). Work teams ranged in size from five to twelve members.

Between December 2014 and March 2015, the work teams held several planning meetings where they carefully and thoughtfully crafted goals and objectives for each of five focus areas. The resulting goals and objectives presented in this framework were intended to address the need for long-term systemic change to reduce and eliminate long-held and intractable racial disparities in the Greater Madison community.

FIGURE 1

Five focus areas & chairs of each area.

Each co-chair represents themselves, not their agencies, in their work with Justified Anger.

FOCUS AREA	CO-CHAIRS
EDUCATION	<p>Gloria Ladson-Billings · Professor <i>UW-Madison School of Education</i></p> <p>Dawn Crim · Associate Dean of External Relations <i>UW-Madison School of Education</i></p>
ECONOMIC DEVELOPMENT	<p>Jack Daniels, III · President <i>Madison College</i></p> <p>Ray Allen · Secretary of Department of Financial Institutions <i>State of Wisconsin</i></p> <p>Annette Miller · Community Development Director <i>Madison Gas & Electric</i></p>
INCARCERATION	<p>Jerome Dillard · Director of Reentry <i>County of Dane</i></p> <p>Noble Wray · Former Chief of Police <i>Madison Police Department</i></p> <p>Pia Kinney James · Retired Police Officer <i>Madison Police Department</i></p>
FAMILY & COMMUNITY WELLNESS	<p>Lisa Peyton-Caire · Founder / Chair <i>Foundation for Black Women's Wellness</i></p> <p>Bill Greer · C.E.O. <i>Journey Mental Health</i></p>
LEADERSHIP & CAPACITY DEVELOPMENT	<p>Greg Banks · Regional Account Manager <i>First Data</i></p> <p>Jessica Strong · Constituent Services Caseworker <i>Office of Congressman Mark Pocan</i></p> <p>Lilade Gee · Founder <i>Lilada's Livingroom</i></p>

Since racial disparities in Madison have developed and persisted over several decades we expect that developed, focused, and collaborative plans will be required if this community is to see real and lasting change.

THIS PROCESS FOR REDUCING RACIAL DISPARITIES CANNOT BE RUSHED & WILL HAPPEN THROUGH SEVERAL PHASES:

- 1 Assessment and Planning
- 2 Collaboration and Strategy Development
- 3 Implementation and Evaluation Evaluation of progress and actions will occur throughout all phases.

The Coalition has evolved into a Community Leadership Team and Advisory Board (see Figure 2 for descriptions of each group). The Community Leadership Team is comprised of the work team co-chairs and selected non-professional community members who will help to drive the vision of JA and set the agenda for progress in each focus area. The JA Community Leadership Team will work with community stakeholders to prioritize the goals and objectives for implementation. They will also convene a broad and diverse group of community leaders, service providers, employers and policymakers to engage in the next level of strategic planning, identifying strategies to implement JA’s goals and objectives.

Immediate efforts will be devoted to empowering African American community members to lead and involve themselves in community engagement projects. Efforts will also be dedicated to engaging the entire Madison community in the discussion of racial equity as it pertains to African Americans, and preparing community members to work together across racial and political boundaries for the betterment of the community as a whole. We will accomplish this primarily by mobilizing African American organizations and individuals as project champions and volunteers, and by building on the existing efforts of groups such as Groundwork, YWCA, and the Institute for Healing of Racism.

JUSTIFIED ANGER GROUPS	PURPOSE
COALITION	Original group of leaders that convened in early 2014 to shape the vision of the Justified Anger initiative.
FOCUS AREA WORK GROUPS	African American professionals and subject matter experts who worked to create goals and objectives in each focus area in Phase I.
COMMUNITY LEADERSHIP TEAM	This group will convene in the next phase of work and will consist of members of the original Coalition, work group co-chairs, and non-professional community members. The purpose of this group is to continue to shape the vision and direction of the Justified Anger initiative.
ADVISORY BOARD	This group consists of African American professionals in Madison and will provide insight for operations and fiscal oversight.

FIGURE 2
The ongoing evolution of Justified Anger Groups

HISTORY OF LOCAL RACE STUDIES & INITIATIVES

There is a sense of renewed energy in Madison to address the challenges of racial injustice. Several events over the past few years have created a synergy that has driven the discussion of racial disparities to the six o'clock news and the family dinner table.

NOTABLE EVENTS INCLUDE

- The discussion of the Urban League's proposal for the Madison Preparatory Academy Charter School for Young Men and Women, a single-gendered international baccalaureate 6-12 grade secondary school that was voted down 5-2 by the Madison school board in December 2011.
- The groundbreaking *Race to Equity* Report, produced by the Wisconsin Council on Children and Families and released in October 2013, which raised the consciousness of the Greater Madison community about gross racial disparities that have taken root in the region over several decades, and has forced the majority community in the eight cities and 33 surrounding townships in Dane County to address why these disparities persist.
- Rev. Alex Gee's Justified Anger article that was published in The Cap Times in December 2013, that put a face on the anger, pain, depression and dashed hopes that have resulted from decades of racial inequality and ineffective responses to it.

Although the recent focus on these issues is promising, we must face the fact that these disparities are not new. Madison has conducted study after study over the course of several decades (*see Figure 3*). These studies show us that the racial disparities many are concerned about today were previously documented in the early 1900s. Not only have these disparities not improved in spite of numerous and thorough studies and reports, they have gotten worse. This point is well-documented particularly in the area of Economic Development. For example, a 1947 research report entitled, *The Negro in*

Madison, looked at a number of quality of life indicators (e.g. education, socioeconomic status, interaction with other whites) pertaining to African Americans in Madison during on the previous fifty years. At the time, Madison’s African American population comprised less than one percent of the total population. The study concludes:

“In summary, then, although the number of Negroes in the city of Madison is very small and their ratio to Whites has scarcely changed in 50 years, the Negro population remains highly transient because of meager economic opportunities. Relative freedom from “Jim Crowism” has not resulted in observable assimilation or progress. Length of residence in Madison shows little correlation with welfare.”

FIGURE 3
20 years of
race-focused initiatives
in Dane County

YEAR	STUDY
1994	Equal Opportunities Commission Ad hoc committee on race
1998	Mayor Sue Bauman initiates task force on race relations
1999	Governor Tommy Thompson initiates Commission on Racial Disparities
2007	Governor Jim Doyle forms Commission on Reducing Racial Disparities
2008	Dane County initiates Task Force on Racial Disparities in the Criminal Justice System; Urban League of Greater Madison releases State of Black Madison report
2010	Governor Jim Doyle initiates Racial Disparities Oversight Commission
2013	Wisconsin Council on Children and Families releases Race to Equity Report; City of Madison initiates Race Equity and Social Justice Initiatives; The Cap Times publishes initial <i>Justified Anger</i> article

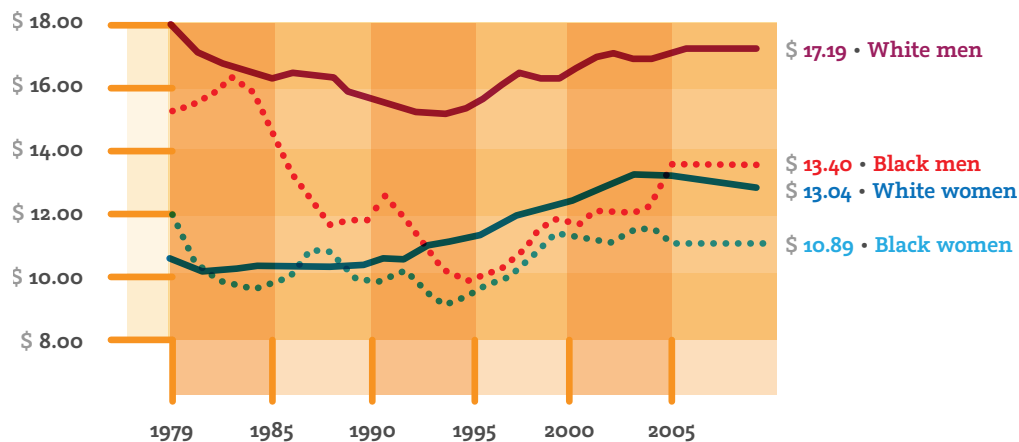
NOTE
African American
population data source:
Milewski, 2013

In the late 1970s and early 1980s, Madison’s African American male population (the African American population comprised about 1.5% of the total population), saw an increase in wages that brought them very close to white men (*COWS, 2007* • see *Figure 4*). This was primarily due to a boom in industrial jobs during that time. Milwaukee held a significant number of industrial jobs during this time, and therefore had a large effect on wages for African American men. The 1970 U.S. Census showed that 73% of African American men were in the labor force compared to 76% of white men in Milwaukee. However, as industry began to decline, African American men’s wages fell sharply, they bore an unfair burden during workforce reduction strategies, they were unable to regain their footing in the new high-tech white collar

FIGURE 4

SOURCE: COWS • *Black Wisconsinites and Economic Opportunity* • 2007

Wisconsin's Median
Hourly Wages by Gender
& Race, 1979-2005
(in 2005 dollars)



economy that emerged in the 1980s and 90s. Currently, wages for African American men remain significantly less than wages for white men. Wages for African American women have also been consistently and significantly lower than white men over that same time frame. Additionally, African American women replaced African American men as the primary wage earners in the African American community and African American male employment rates have hovered between 44% to 58% in Milwaukee and Madison.

Wages and the emergence of joblessness was not the only challenge African American workers faced. In 1970, the City of Madison Equal Opportunities Commission reported over 25% of Madison's population of color was living in poverty with 57% of African American workers in semi- or unskilled jobs compared to 30% of their white counterparts (*Wisconsin State Journal*, 1970). In 2011, the African American population had grown to 54% living in poverty compared to just 9% of their white counterparts (*Race to Equity*, 2013).

In 1998 the African American population comprised just over 5% of the total population. Mayor Sue Bauman initiated a Task Force on Race Relations in response to a 1994 report from an ad hoc committee of the Equal Opportunities Commission that cited the low representation of African American owned businesses in Madison. This task force recommended that the City create a Minority Small Business Investment Company that “would send a positive message to the growing minority community in Madison that the City is reaching out to close the economic gap that currently exists between many of our citizens today.” Little is known about the impact of this effort or what transpired from it.

In 2013, there were 21,540 African Americans residing in Madison, comprising 9.1 percent of city's total population. The same year, there were 32,366 African Americans residing in Dane County, comprising 6.5% of the County's total population. The same year, the Annie E. Casey Foundation reported that Wisconsin ranked worst in a national study on indicators of well-being among

children and adults. Specifically, the report pointed out that African American families are disproportionately affected by poverty. The Wisconsin Council on Children and Families commented in their *Race For Results* report:

“In Dane County there is a mismatch between the major labor markets’ skills and readiness expectations and the actual skill sets, work experience, and credentials of many local jobseekers of color. It is clear that there are far too few routes to family-supporting jobs in Dane County for workers with less formal education and fewer networks.”

The same trends hold true for issues related to the criminal justice system and incarceration. Madison, Dane County and the State of Wisconsin have conducted numerous studies on racial inequality in the criminal justice system over the past 20 years. The 1994 Ad hoc EOC report previously mentioned also cited high racial disparities in traffic stops. While a few recommendations of the 1998 Task Force on Race Relations were implemented (e.g. Dane Dances and Study Circles on Race), stark disparities between whites and African American still remain. They are well-studied but unchanged.

Presently, African American male adults are not only more likely to be arrested than their white counterparts, but they are more likely to be sentenced to jail or prison, and sentenced for longer periods of time than their white counterparts. Pam Oliver, a professor at the University of Wisconsin-Madison, highlighted in 2007 and 2009 that 47% of Dane County’s African American males between the ages of 25 to 29 are either incarcerated, on probation, parole, or under some other form of court supervision. Nearly half of the African American male population is under community supervision during the most formative years of their adult life. While other young people have likely completed some form of higher education and training and are emerging in the workforce, African American males are either in prison or looking for jobs while on probation or parole.

The African American experience in education in Madison is largely the same. As early as 1970, the City of Madison EOC reported that African American teachers and administrators were severely underrepresented in the teaching pool and that white teachers were not prepared to teach African American history, culture and pride (*Wisconsin State Journal*, 1970). Today, just 77 (2.6%) of the Madison Metropolitan School District’s 2,900 teachers are African American while MMSD’s 4,591 African American students comprise 18% of the student population. In the last 20 years, the numbers of African American teachers in MMSD have been as high as 96 in the late 1990s to as low as 67 in 2010.

As reported by the Wisconsin State Journal in 1976, although there were only 38 African American students that graduated Madison High Schools in 1975, only 56% of them graduated with their class compared to 93.3% of their white counterparts. 40 years later the number of African American students has increased dramatically, however, the four-year graduation rate still hovers around 50%.

As expected, disparities that have persisted over decades in the areas of economic development, incarceration, and education have led to unique challenges in the African American community. While Madison is continuously ranked as one of the best cities to live in the country, the Greater Madison area has struggled and continues to struggle to provide such a reality to its African American residents who have grown in number over the past several decades, and whose presence and progress in our county has become synonymous with deepening gaps and disparities in nearly every quality of life indicator currently measured by our health and public welfare systems. According to the Wisconsin Council on Children and Families Race to Equity Report, African American families face crippling odds on a host of economic, social, educational, and health indicators that together paint a dismal picture of families under extreme and persistent duress.

In study after study, each task force, commission, and initiative made extensive recommendations, however, despite the diversity present on each committee, implementation was rarely funded. Recommendations from each committee over the past 20 years (*see Figure 3*) are strikingly similar. It is time to stop merely studying and to begin acting.

THE JUSTIFIED ANGER INITIATIVE: WHAT IT IS & WHY IT WILL WORK

As stated, the goal of Justified Anger is to create a movement that will unite leadership, vision, policy, and strategy to identify the gaps in services and areas of need, and then plan and implement a long-term strategy to improve the lives of African Americans in Madison.

THIS STRATEGY MUST INVOLVE THREE KEY PRINCIPLES TO CREATE SYSTEMIC CHANGE

- **Policy** – evaluating rules and laws that may impede progress
- **Practices** – modifying approaches
- **People** – changing hearts, attitudes, and instilling hope for a brighter future (*see Figures 5 and 6 for JA Process Map and JA Empowerment model*).

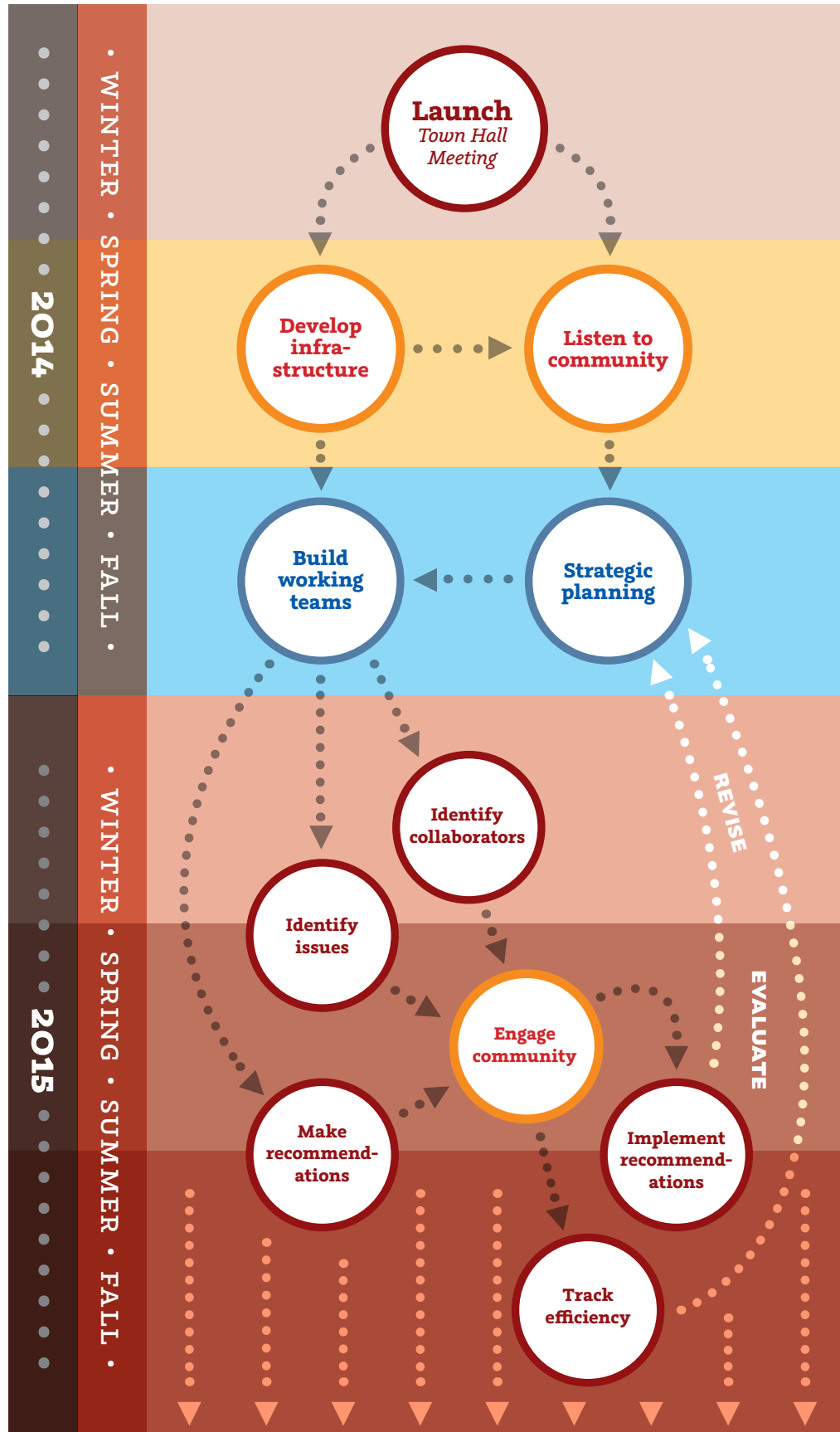
By maintaining community-based leadership, as opposed to government or corporate-based leadership, JA can help to coordinate groups from all sectors to move forward together.

The purpose of Justified Anger **is not** to solve Madison's stark racial disparities on its own or to create and run programs.

FIGURE 5

**JUSTIFIED ANGER
PROCESS MAP**

The success of Justified Anger will depend on consistent communications and engagement of the community-at-large, frequent evaluation and assessment, and strategic planning based on those results.



FIVE FOCUS AREAS = FIVE WORK GROUPS

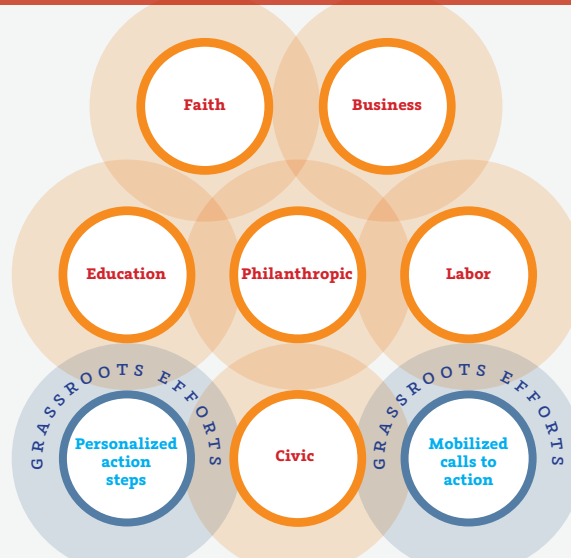


FIGURE 6

EMPOWERMENT MODEL FOR THE OUR MADISON PLAN

Five individual work groups have been formed and have developed goals and objectives for each focus area.

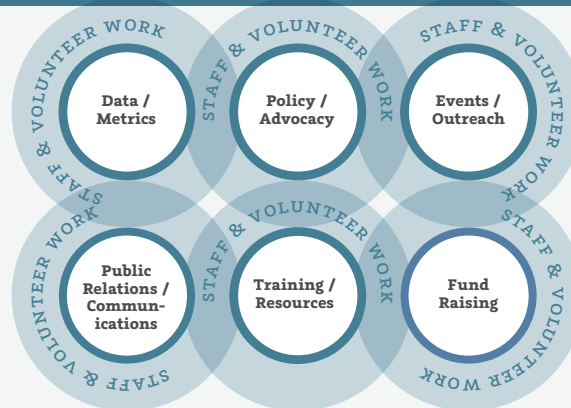
COMMUNITY STAKEHOLDER INVOLVEMENT



Prioritizing goals and objectives will involve convening relevant community stakeholders to develop collaborative strategies to reduce racial disparities within the five focus areas.

These strategies cannot be effective if we don't have the community involved at a grassroots level.

AREAS OF WORK CARRIED OUT BY IMPLEMENTATION STAFF & VOLUNTEERS



Paid Implementation staff (see Figure 15 for staffing details) will undertake multiple areas of work towards the goals and objectives within each focus area.

A large number of IA activities will be carried out by volunteers to keep the community engaged. A large, engaged, volunteer base will increase our capacity to complete this large-scale project.

RETURN TO
TABLE OF
CONTENTS

THE PURPOSE OF JUSTIFIED ANGER IS TO

- **Facilitate** productive dialogue and collaboration within African American communities and within the Madison community as a whole
- **Convene** stakeholders and community members as authentic allies in developing strategies that will lead to lasting change in each of the five focus areas
- **Catalyze** identification of African American voices and to ensure African American voices are being heard by the broader community
- **Serve** as an ally of the African American community by highlighting diversity of opinions and perspectives and providing an opportunity to be heard as well as access to the mainstream message

JA IS, AND WILL REMAIN, AFRICAN AMERICAN-LED

- In an effort to address the issues concerning the African American community, it is absolutely critical that African Americans remain at the helm of this process in identifying community issues and developing community solutions. JA is aligning and partnering with many African American-led organizations such as 100 Black Men, UW-Madison's National Pan-Hellenic Council, African American Council of Churches and Wisconsin's Equity and Inclusion Lab at UW-Madison. However, as stated earlier, it is understood that implementation of the JA plan must include community members of all races to manifest systemic, community-wide change.
- JA will serve as the coordinating entity that convenes stakeholders such as the University of Wisconsin-Madison, local policy makers and public agency leaders, area school district officials, and major non-profits to coordinate efforts directly related to the African American community. JA has already begun discussing avenues for collaboration with a number of stakeholder groups, including the City of Madison's Racial Equity and Social Justice Initiative, NAACP, Boys and Girls Clubs, Urban League of Greater Madison and Madison Metropolitan School District. JA will continue to identify and engage with organizations currently involved in reducing racial disparities.

JA IS A COLLABORATIVE AND COMMUNITY-BASED INITIATIVE

- Previous task forces, committees, and initiatives have been government-based. Great discussion and recommendations have come out of these activities, but they often stall at the implementation stage because they are dependent on government or agency funding.
- By maintaining community-based leadership, as opposed to government or corporate-based leadership, JA can help to coordinate groups from all sectors to move forward together. This team represents a variety of organizations and have expressed a desire to house the initiative within Nehemiah Community Development Corporation; however, JA will remain a community movement, not married to a single organization. As a result, JA is placed in an extremely unique position to encourage and implement true collaboration with individuals and service providers of all races.
- With this structure, JA will, for the first time, have the ability to address, dismantle, and reconstruct the current way in which non-profits and agencies interact. This interaction has been described for years by many as silo-style operation. JA can encourage and implement true collaboration.

JA FOCUS AREAS AND ACTION PLANS WILL BUILD ON EXISTING SUCCESSFUL COMMUNITY EFFORTS

- In the early planning stages, JA leaders will spend a considerable amount of time meeting with stakeholders assessing and mapping community assets in collaboration with the Race to Equity Project. For example, they will ask the questions: Who is doing what? How are they doing it? What is missing? What does the community want?
- JA will make use of the resources that already exist in the community and identify the gaps that need to be filled.

JA focus areas and action plans will be outcome-driven and evidence-based. A dedicated doctoral level research/evaluation director will develop metrics to track progress for goals listed later in this framework. To determine success, metrics such as percentage of community members engaged in JA coordinated opportunities, amount of funds raised through community incentive initiatives, assessment of community perceptions of progress, etc., will be closely tracked. A dash-board system will be developed and used to track metrics throughout the duration of the initiative in collaboration with existing data-oriented organizations such as the Race to Equity Project and Wisconsin's Equity and Inclusion Laboratory at UW-Madison.

OUR MADISON PLAN : FROM DISPARITY TO PROSPERITY

As racial disparities in Madison have developed and persisted over several decades, we expect that appropriate time must be devoted to developing focused, and collaborative, plans if this community is to see real and lasting change.

This process for reducing racial disparities cannot be rushed and will likely take place over several phases. The first of these phases are:

PHASE I	Assessment and Planning
PHASE II	Collaboration and Strategy Development
PHASE III	Evaluation and Revision

PHASE I ASSESSMENT AND PLANNING *Completed in May 2015*

This phase was focused on listening to and learning from the community. Significant time was spent carefully and appropriately analyzing issues, ideas and opportunities within the African American community and allowing for unprecedented trust and consensus building among African American community leaders and stakeholders. Appropriate time was also taken to identify and secure the participation of African American leaders who possess a unique set of planning and decision-making skills, and experiences in the community. It was determined during these early conversations that the African American community could not, by itself, create a comprehensive plan to address community needs and opportunities without engaging the broader Madison community in the development of the plan.

Phase I also included the development of a vision, mission and goals and objectives for the effort. The goals and objectives are designed to provide guidance to the broader Madison community on where to focus its efforts

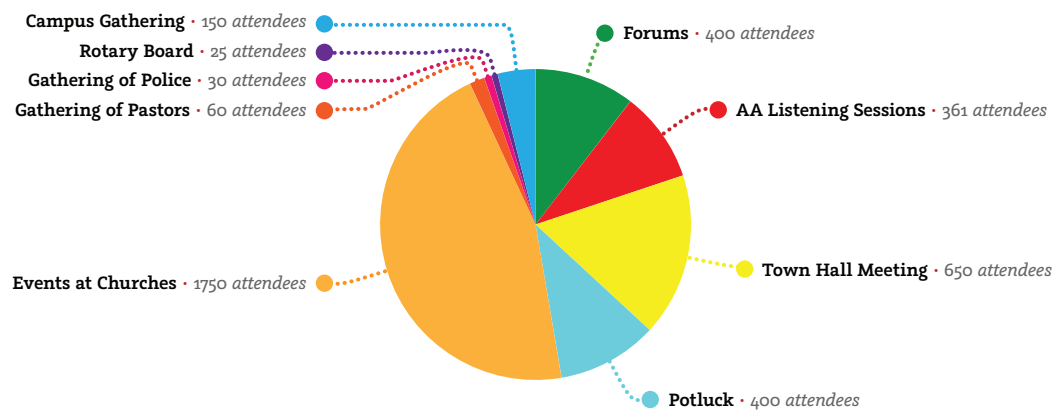
to eliminate disparities between the African American and the white community while moving the entire community forward at the same time.

Immediately following the Town Hall meeting in February 2014, the Coalition organized community meetings and listening sessions with various groups and individual community members. These meetings consisted of majority white, diverse and African Americans groups. In total, Justified Anger aims and concepts were shared with approximately 3800 people (including representatives from approximately 60 non-African American churches) in the Madison area (see Figure 7).

Focused listening sessions were conducted with 361 African Americans representing a broad spectrum of ages, education levels, and income levels. This group also included leaders from over 40 different African American led organizations (See Figure 7 for results).

The JA Coalition established five working teams (co-chairs listed in Figure 1) of African Americans with exceptional expertise and experience for the identified focus areas of education, employment, incarceration, family wellness, and leadership/capacity development to identify goals to reduce racial disparities in each focus area. The teams were cross-generational and included a diverse group of African Americans who possessed deep personal and professional experiences germane to their working team. These goals and their ensuing objectives will be tailored to directly address and rectify the challenges outlined as issues and concerns in the previous section.

FIGURE 7
COMMUNITY
ENGAGEMENT:
JUSTIFIED ANGER
EVENTS



Each working team met several times between October 2014 and March 2015.

THE EMPHASIS OF THE MEETINGS WERE TO

- Define the scope of the issues to address
- Learn about the specific issues and challenges in the designated focus area
- Define the goals and objectives of the focus area
- Finalize the objectives of the focus area

NOTE: Goals and objectives for each focus area, as defined by the work groups, are outlined in the Focus Area Goals & Objectives section.

PHASE II COLLABORATION AND STRATEGY DEVELOPMENT

Beginning June 2015

To create lasting change, Madison needs a strategy that strengthens the African American community by empowering African American leaders to involve African American families and individuals in implementing solutions in partnership with the broader Madison community.

THIS PHASE INVOLVES TWO MAIN STRATEGIES FOR SYSTEMIC EQUITY & PERSONAL RESPONSIBILITY (see Figure 8 for details) :

- Aligning the community through innovative interactions & building social capital
- convening stakeholders to develop collaborative approaches and strategies

FIGURE 8



**PHASE II.A ALIGNING THE COMMUNITY THROUGH INNOVATIVE
INTERACTIONS & BUILDING SOCIAL CAPITAL**

Examples listed in Appendix B

Many other organizations and initiatives have not been successful in creating long-term, systemic change because they did not align with the goals of the community and its stakeholders. This strategy will seek to create an alignment through education, leadership development, and community interaction. In addition to community celebrations, trainings and meetings, dollars will be allocated to incentivize community-based organizations, agencies and community-based unsung heroes to enhance their program efforts to assist us in creating a community-wide strategy to eradicate our glaring disparities. This is community organizing and empowerment at its best. Some of these community unsung heroes will be trained as Community & Family Support Specialists who serve as advocates, trainers and para-social workers in targeted communities.

FIRST QUARTER GOALS • JUNE - SEPTEMBER 2015

- Organize various community meetings to present goals and objectives identified in Phase I to the community
- Plan quarterly multicultural potluck dinner to encourage interaction between diverse individuals
- Identify African American community members to begin planning community engagement projects
- Train volunteer leaders to run workshops covering cultural competency and racial awareness to assist community members in discussing race in collaboration with other Racial Justice educators
- Engage African American Community Leadership Team to oversee process and involve White allies to offer cross-cultural perspective
- Identify grassroots community empowerment solutions for eradicating racial disparities

SECOND QUARTER GOALS • SEPTEMBER - DECEMBER 2015

- Match African American volunteer leaders with organizations that can oversee community engagement projects
- Incentivize African American organizations (e.g. Sororities, Fraternities, Faith Communities, Unsung Community leaders, Service Clubs, etc.) to develop short term community outreach projects
- Begin offering workshops covering cultural competency and racial awareness to assist community members in discussing race. Promote efforts in this area of existing organizations such as YWCA, Groundwork, and the Institute for Healing of Racism
- Plan curriculum to teach inclusive American history to white advocates and volunteers and African American community members

THIRD QUARTER GOALS • DECEMBER 2015 - MARCH 2016

- Continue to support existing and new community engagement projects
- Continue offering cultural competency/racial awareness workshops in collaboration with other organizations
- Organize community meetings to update community on progress

FOURTH QUARTER GOALS • MARCH - JUNE 2016

- Evaluate efficacy of past year’s efforts
- Organize community listening sessions to gauge perceptions of progress

.....

PHASE II.B CONVENING STAKEHOLDERS TO DEVELOP COLLABORATIVE APPROACHES AND STRATEGIES

Racial disparities have existed for decades. Appropriate time must be devoted for continued consensus building between workgroups and stakeholders. This strategy will involve facilitated planning sessions with community leaders in each of the Five Focus Areas to develop comprehensive implementation plans for the goals and objectives identified in Phase I.

The general plan of action for consensus building will be developed by continuing to evaluate the following components:

RESEARCH

- Who is doing what?
- Where are the gaps?
- What does the community want/need?

EDUCATION

- Educate the public and service providers on who is doing what and identify gaps
- Educate service providers on community perceptions and unconscious bias
- Educate the public and service providers on key community concerns

POLICY

- Identify current policies/practices
- Identify effective/ineffective policies
- Draft alternative policy proposals

ADVOCACY / ACTION

- Help individuals and groups get the help they need
- Identify partners that provide direct services
- Identify gaps in system and suggest who/what can fill them
- Evaluate and revise existing programs and services; create new ones, if necessary

This work will be done in collaboration with organizations already involved in this work such as 100 Black Men, Race to Equity, Urban League of Greater Madison, YWCA, MOSES, Madison Urban Ministry, Catholic Charities, Boys and Girls Club, Wisconsin's Equity and Inclusion Lab and others.

FIRST QUARTER GOALS • JUNE - SEPTEMBER 2015

- Appoint workgroup co-chairs and recruit workgroup team members. Team members will identify and convene community stakeholders in each focus area.
- Engage African American Community Leadership Team to oversee process and involve White allies to offer cross-cultural perspectives

SECOND QUARTER GOALS • SEPTEMBER - DECEMBER 2015

- Focus Area workgroups and stakeholder representatives will identify successful and unsuccessful programs, practices, and strategies implemented over the past twenty years
- Focus Area workgroups will further refine goals and objectives and determine priorities.
- Relevant stakeholders will work with workgroup representatives to begin strategy development to reach specific objectives
- Draft collaborative strategies will be evaluated and refined

THIRD QUARTER GOALS • DECEMBER 2015 - MARCH 2016

- Focus Area workgroups and stakeholders will prepare for implementation of developed strategies
- Coalition will organize community meetings to present strategies to the community

FOURTH QUARTER GOALS • MARCH - JUNE 2016

- Evaluate efficacy of past year's efforts
- Organize community listening sessions to gauge perceptions of progress

The Community Leadership Team will identify stakeholders in the community to assess the goals and objectives. These stakeholders will include individuals from business, non-profit agencies, service providers, government, and the faith community. In collaboration with African American community members, a strategy for implementation will be developed for the goals and objectives in each of the focus areas. Justified Anger will work with national foundations and private donors to develop funds to support necessary staff and incentivize individuals and organizations to carry out Innovative Interactions.

PHASE III EVALUATION AND REVISION

Beginning June 2016

Beginning in 2016, in collaboration with a number of community partners, governmental agencies and stakeholder groups, efforts related to *Our Madison Plan* will be evaluated and revised as necessary to foster strengthening of community connections and narrowing of disparities. The key to success is for existing organizations and the JA Community Leadership Team to closely collaborate when reworking priorities and programs. Developing shared metrics for these efforts will help to track real progress in true systemic change. Justified Anger will collaborate with existing organizations to assist with program evaluation over a three year period.

FIGURE 9

JUSTIFIED ANGER
ORGANIZATIONAL
CHART



OUR MADISON : GOALS AND OBJECTIVES

FOCUS AREA: EDUCATION

FOCUS AREA GOAL

To lead and advocate for policies, practices, and innovations that result in the increased graduation of African American youth that are college and career ready.

STATEMENT OF OPPORTUNITY

OBJECTIVE

To ensure that all African American students are ready for every educational transition from K-12.

DEFINITIONS

Ready – *Having attained the requisite skills, knowledge, and dispositions that one needs to embark on an educational activity.*

Transition – *The period / space between one environment or experience to the succeeding environment or experience. For the purpose of our work we are looking specifically at the home to Kindergarten transition, the elementary to middle school transition, the middle school to high school transition, and the high school to post-secondary school or work place transition.*

SUPPORTING DATA (DATA SOURCE: MMSD dashboard unless otherwise noted)

- 12% of African American students in grades 3, 4, 5 tested advanced or proficient on the spring 2013-14 Map Reading assessment.
- 56.4% of African American high school students graduated from high school on time.
- During the 2013-14 school year the percentages of African American test takers meeting the College readiness subject benchmarks were 33% in English, 15% in Math, 16% in Reading, and 12% in Science.
(data source: EPAS Score Update: 2013-14; prepared by Kristian Chavira)

FOCUS AREA:
EDUCATION
Continued information

EDUCATION FOCUS • GOALS AND OBJECTIVES

- A** **Ensure African American children have access to and are participating in high quality (4 and 5 star-rated) early learning group and family care centers from age 2 through 5 that emphasize age-appropriate cognitive, social, emotional and educational readiness for school success.**
 - A1** Develop an Early Learning Incentive Fund to facilitate the expansion of High Quality Early Learning Centers in high poverty and working class communities
 - A2** Increased educators and paraprofessionals of color working in early childhood education
 - A3** Organize high quality, accessible and culturally relevant professional development opportunities for group and home child care providers that emphasizes age-appropriate cognitive, social, emotional and educational readiness for school success among young children

.....
- B** **Work to enhance parental and family engagement in schools by returning to neighborhood schools for children in grades pre-K to 5, the most critical years of a child’s early learning success where maximum parental and family engagement is most effective and important to children’s educational development and school success.**
 - B1** Establish a committee of the MMSD Board of Education to develop a plan for returning to neighborhood schools at the elementary level
 - B2** Eliminate paired schools and bus routes that move children outside a reasonable distance in which parents can access their children’s school
 - B3** Establish school policies that enable the return to neighborhood schools for elementary-aged children

FOCUS AREA:
EDUCATION
Continued information

- C** **Ensure African American children have access to innovative education models in Greater Madison middle and high schools that prepare them for higher education and careers, and tap into and build upon their passion and interests during the most critical period of life (adolescence) when their identities are forming and motivation is being challenged.**
- c1** Establish career-based educational academies within local middle schools that provide a survey and real-world experience for children in education, business, industry, visual and performing arts, STEM and the trades
- c2** Establish models schools and career academies at the high school level that provide competency-based education, training and career certifications in education business, industry, visual and performing arts, STEM and the trades
- c3** Establish early-college high schools that enable high school juniors and seniors to complete an associate's degree or their first two years of college education before they graduate from high school
- c4** Partner with proven community-based providers, higher education and training institutions to provide job training to high school students during their sophomore through senior years
-
- D** **Ensure African American children have access to supplementary college and career coaching and development opportunities within and outside schools, that prepare them to succeed in academically in secondary school, prepare them for higher education, careers and employment, and enable them to experience all that the Greater Madison area has to offer in these regards.**
- D1** Support growth, stability and efficacy of precollege development programs such as the UW-Madison PEOPLE program, Information Technology Academy, and related programs at Madison Area Technical College, Edgewood College, Madison Media Institute and other institutions of higher education and training
- D2** Support growth, stability and efficacy of academic and career intervention, support and preparation programs such as AVID-TOPS, Brother Program, Delta Gems, Urban League Youth Foundations Workforce Training Program, Mentoring Positives, Simpson Street Free Press and related initiatives that demonstrate promise and outcomes in demanding and offering high expectations for school and life achievement among youth
- D3** Recruit and support community-based athletics, arts, career, recreational and service programs for youth to increase access to African American children to their programs and initiatives

FOCUS AREA:

EDUCATION

Continued information

INNOVATIVE INTERACTIONS TO BUILD SOCIAL CAPITAL

- Recruit and train 50 African American Parents to either join local PTOs or form a new one that will meet with Superintendents / Chiefs of Schools and / or Board Members.
- Facilitate creation of parental advocacy training sessions for African American parents.
- Facilitate creation of parental aides and advocacy training sessions for non-African Americans who will attend meetings with parents.

FOCUS AREA: ECONOMIC DEVELOPMENT

FOCUS AREA GOAL

To lead and advocate for policies, practices, and innovations that result in family sustaining employment, entrepreneurship, and business development in the African American community.

STATEMENT OF OPPORTUNITY

Improve access to and engagement in education, employment, and entrepreneurship opportunities for under employed and unskilled African Americans ages 24-40 in the greater Madison Area.

SUPPORTING DATA

- The median income for African American households is less than half that of White households.

MEDIAN "HOUSEHOLD" INCOME		\$53,958
White households		\$57,383
African American households		\$25,995
Hispanic households		\$39,326
Asian households		\$40,998
Native American households		\$27,070

FIGURE 10

*Median
"Household"
Income
Comparisons*

*Source:
U.S. Census
Bureau, 2010*

FOCUS AREA:
ECONOMIC
DEVELOPMENT
Continued information

- Dane County African Americans were more than four times as likely as non-Hispanic Whites to be unemployed.

UNEMPLOYMENT	DANE COUNTY	STATE	USA
Median Unemployment Rate	5%	6.7%	7.9%
Black or African American	18.5%	18%	14%
American Indian / Alaskan Native	9.3%	16%	13.9%
Two or more races	7.6%	13.8%	12.2%
Asian	7.1%	7.4%	6.4%
Hispanic	4.5%	10%	9.6%
White	4.3%	5.8%	6.8%

FIGURE 11
Unemployment rates in the county, state and country.
Source: American Communities Survey, 5-year, 2009-2013

FOCUS AREA: ECONOMIC DEVELOPMENT • GOALS AND OBJECTIVES

- A Commit segmental leaders (corporate, economic development entities, education and training, government entities, and community based orgs) to support an agenda that drives economic development in the African American community in the greater Madison area.**
 - A1** Develop an asset map in collaboration with existing organizations (such as Race to Equity) that results in a master list of segmental leaders who have invested in economic development. For example, United Way, Dane County, area Municipalities, Workforce Development Board, Hospitals, Utilities, area Chambers, and post-secondary institutions
 - A2** Collaborate with invested segmental leaders to develop a sustainable mechanism in support of an African American economic development agenda. For example, an advisory board
 - A3** Commit invested segmental leaders to align their investments to support the African American economic development agenda
-
- B Establish partnerships between economic development entities, education and training, government entities, and community based organizations, to provide training opportunities for African Americans in the greater Madison community.**
 - B1** Identify and recruit prospective partners to participate
 - B2** Assist committed segmental leaders in development of an organizational structure for the monitoring and oversight of the identified partnerships

FOCUS AREA:
**ECONOMIC
 DEVELOPMENT**
Continued information

- C Create pathways for enhancing education, employment and entrepreneurship opportunities for African Americans in the greater Madison area.**
- c1** Develop and implement a sustainable strategic plan in collaboration with committed segmental leaders
- c2** Assist with development of an organizational structure to execute the sustainable strategic plan
- c3** Connect 24-40 year old African American's with training and employment opportunities within the 50 high demand occupations, as identified by the Department of Workforce Department specific to the Greater Madison Area

INNOVATIVE INTERACTIONS TO BUILD SOCIAL CAPITAL

- Identify 25 local African American entrepreneurs to be trained and groomed for possible start-up opportunities.
- Work with UW-Madison's business school for training aspiring entrepreneurs and WARF for finding potential venture capitalists.
- Work with community residents and neighborhood leaders to identify areas and markets in the City that would benefit from African American-owned businesses.

FOCUS AREA: INCARCERATION

FOCUS AREA GOAL

To lead and advocate for policies, practices, and innovations that prevent and dramatically reduce the incarceration and recidivism of African Americans in the criminal justice system.

STATEMENT OF OPPORTUNITY

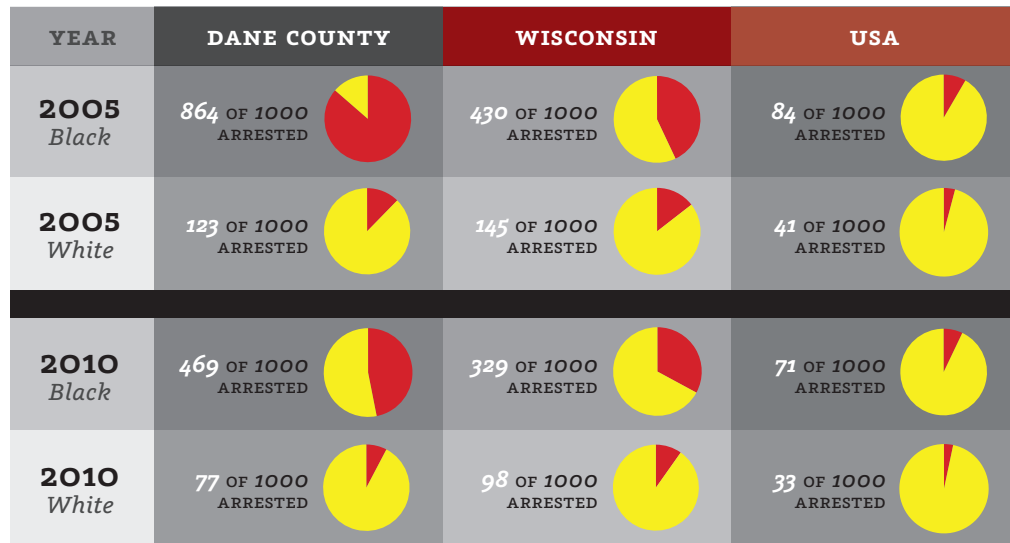
Assess implementation and outcomes of previous criminal justice studies and task forces and build upon these ideas to divert African Americans from the criminal justice pipeline as well as ensure successful reentry for those who have been incarcerated.

SUPPORTING DATA

According to the Race to Equity Report: African American juveniles were arrested at a rate six times higher than White juveniles. Although African American juveniles made up 10.8% of the populations, they made up 42.9% of juvenile arrests.

FIGURE 12
*Juvenile Arrest Rates,
 Per 1,000 Juveniles*
 Source:
*Race to Equity Report,
 2013*

● = ARRESTED
 ● = NON-ARRESTED



FOCUS AREA:
INCARCERATION
Continued information

SUPPORTING DATA CONTINUED:

Nearly 50% of African American men ages of 25-29 in Dane County were either incarcerated, on probation or parole, or under some form of court supervision.

FIGURE 13

Percentage of Population Incarcerated or on Community Supervision

*Percentage of Black men in each age range compared to the total population in each age range.

Source:
 U.S. Census Bureau, 2006

AGE RANGE	WHITE MEN	BLACK MEN	% OF TOTAL POP.*
20-24	2%	30%	7.1%
25-29	3%	47%	7.6%
30-34	2%	35%	7.5%
35-39	2%	34%	6.3%
40-44	2%	35%	5.4%

INCARCERATION FOCUS • GOALS AND OBJECTIVES

A Advocate to eliminate the Wisconsin Circuit Court Access Portal (CCAP) from use by any entity outside of the public safety, security and criminal justice system, and court system in the state.

- A1** Convene lawmakers around Wisconsin who have been working on this issue and model public records systems after other states
- A2** Join with other social justice groups in advocating for removal of the question about criminal background on job applications
- A3** Initiate discussions with employers about when it is appropriate to ask about criminal background during the interview process. Also discuss the implications of these policies in keeping employees and business safe and the use of bonding programs, etc
- A4** Join with other social justice groups in advocating for reversing legislation endorsing the use of criminal record as a reason for denial of rental applications, eviction, or job termination

B Establish the Wisconsin Justice Reinvestment Act model legislation that addresses issues related to incarceration, reentry, recidivism and probation and parole for state, county and local criminal justice systems.

- B1** Convene a group to review the extensive studies commissioned by state, county, and local officials assessing the criminal justice systems over the past 20 years
- B2** Engage with appropriate legislative bodies and criminal justice officials to determine how to implement justice reinvestment policies and practices for state, county, and local criminal justice systems

FOCUS AREA:
INCARCERATION
Continued information

- C To establish a diverse and culturally competent criminal justice system to ensure equity for African Americans in the criminal justice system.**
- c1** Work with criminal justice leadership to recruit and retain culturally competent staff members at every level in the system (e.g. judges, correctional officers, probation officers and administrative staff)
- c2** Convene criminal justice officials and non-profits/agencies to develop strategies for diversifying staff at institutions in rural Wisconsin

INNOVATIVE INTERACTIONS TO BUILD SOCIAL CAPITAL

- Recruit and train case management team leaders to develop reentry plans and advocate for 25 men who participate reentering the community.
- Recruit 25 new businesses who will hire ex-offenders.
- Identify ex-offenders who have demonstrated significant maturity, growth, sobriety and work experience, to enter a “Reentry Coaching” training program what will equip them to aid in the case monuments and support of newly released men.

FOCUS AREA: FAMILY & COMMUNITY WELLNESS

FOCUS AREA GOAL

To identify, lead, and advocate for policies, practices, and innovations that promote the health and wellness of African American adults, children, and families while eliminating racial disparities in key health and wellness indicators in Dane County.

STATEMENT OF OPPORTUNITY

The Justified Anger Coalition recognizes health and well-being as a basic human right, and the state of ‘wellness’ as defined by the World Health Organization as the desirable condition for all children and families in our community: “a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity.” We believe that the presence of healthy, thriving families that are succeeding in attaining social, economic, and educational opportunity and mobility, and positive health outcomes is the defining measure of a truly equitable, sustainable, and world-class community, county, and region.

SUPPORTING DATA

Data from 2009-2011 highlight these sobering realities:

- Dane County African Americans are more likely than their non-Hispanic white peers to live with chronic illness, and bear higher rates of morbidity and mortality from heart disease, stroke, diabetes, lung cancer, and early infant death.
- Dane County African Americans are 2.3 times more likely than their non-Hispanic white peers to be uninsured.
- Dane County African American children are more likely than white children to be born at low birth rates, to mothers with insufficient prenatal care, and to die in infancy.
- Dane County African Americans made up 4.9% of the population but 20.0% of the population in poverty.
- Approximately 75% of Dane County African American children live at or below the poverty level.
- In Dane County, African Americans were referred to Child Protective Services at a rate 6.6 times as high as that of non-Hispanic Whites.

FOCUS AREA:
**FAMILY &
 COMMUNITY
 WELLNESS**
Continued information

FOCUS AREA: FAMILY & COMMUNITY WELLNESS • GOALS AND OBJECTIVES

A CULTURALLY COMPETENT & ACCESSIBLE HEALTH CARE SERVICES AND PROVIDERS: Advocate for the development of diverse and culturally competent health care systems, providers, and community-based health and educational resources that are respectful, responsive, and readily accessible to African American families. To achieve this, we propose the following actions:

- A1** Work with local health systems and providers to recruit and retain culturally competent physicians and health practitioners, including African American physicians, nurses, and other health professionals to ensure effective and responsive patient care delivery
- A2** Propose the creation of African American Health Advocate / Patient Navigator positions to be hired in all major local health care provider agencies and deployed to neighborhoods and communities to provide culturally competent outreach, engagement, and connection of African American families and children to available health services and health coverage options

.....

B CULTURALLY COMPETENT & ACCESSIBLE HEALTH CARE SERVICES: Initiate establishment of a network of community-based, community-led Family Wellness Centers supported by culturally competent and diverse staff/providers that offer comprehensive access to basic preventative health services and screenings by:

- B1** Facilitating referrals for behavioral and primary health care
- B2** Supporting community outreach groups to develop family education workshops that promote healthy parenting, child development, and lifestyle habits and culturally rich social and learning opportunities that provide informal social support networks that build community and connection among African American families. Services would be offered to families regardless of ability to pay
- B3** Convening and facilitating a quarterly Council on African American Family & Community Wellness to include local African American health advocacy organizations, health system partners; and city, county, and state health and social service agencies as a vehicle for collaboration, shared decision-making, and accountability towards collectively eliminating health and quality of life disparities impacting African American families and communities

FOCUS AREA:
**FAMILY &
 COMMUNITY
 WELLNESS**

Continued information

- C FAMILY PRESERVATION AND RESTORATION:** Advocate for systemic reforms to social service and child welfare delivery models, policies, practices, and interventions that result in family preservation, restoration, and stabilization, and that build family capacity to weather crises while leaving families intact. To achieve this, we will:
- c1** Work directly with the leadership of Dane County Department of Human Services, Dane County Courts, the Corporation Council and other social service delivery systems to build a collective commitment to promoting family preservation, restoration, and stabilization of African American families as a systemic priority, while protecting the safety and security of children; and to develop and employ best practices for empowering families to overcome barriers to social and economic security
 - c2** Work with City, County, non-profit and other social service providers to develop a plan to expand culturally competent, asset and empowerment-based social service, mental health, and family support services that equip African American families with the resources, skills, and personal capacities to build and sustain healthy, thriving homes for themselves and their children
 - c3** Work with the appropriate agencies to reduce the number of African American children and families in the foster care system, and the number of CHIPS (Children in Need of Protection) cases resulting in the termination of parental rights of African American parents by prioritizing reunification as the primary goal, and shaping coordinated case plans and capacity-building supports that keep families intact

INNOVATIVE INTERACTIONS TO BUILD SOCIAL CAPITAL

- Support existing annual African American Wellness Fairs and work with community partners to expand these efforts. Wellness Fairs would be funded by local healthcare providers. Attention will be paid to physical, emotional and mental health issues. Great emphasis will be given to preventative care, stress reduction, dietary education, AIDS prevention, exercise, etc.
- Offer mental health screening training and screenings in local churches.
- Provide education about mental wellness and the resources available to improve it.

FOCUS AREA: LEADERSHIP & CAPACITY DEVELOPMENT

FOCUS AREA GOAL

To increase, enhance and sustain the excellent service delivery of culturally competent programs by and for the African American community through the personal, professional, and organizational capacity development of leaders and their agencies.

STATEMENT OF OPPORTUNITY

Increase the number of African Americans in leadership positions in a variety of fields in Madison businesses and institutions to inspire youth and adults to maximize their skills and talents.

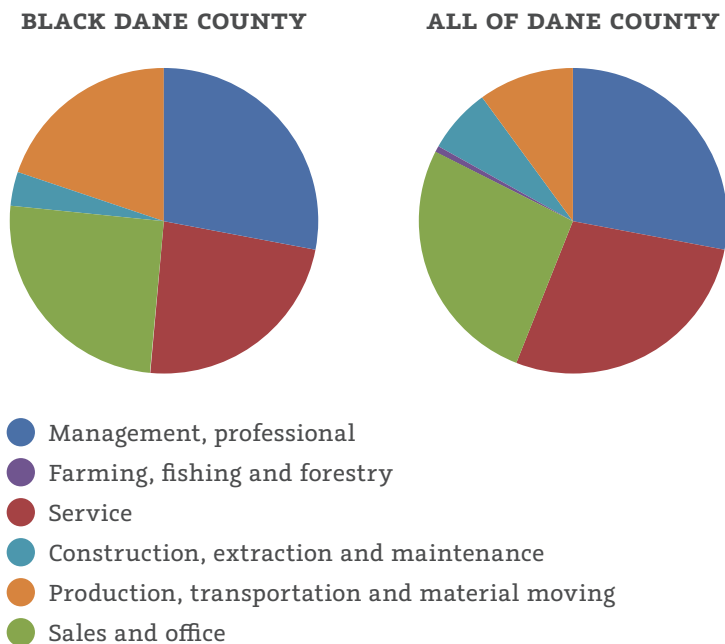
SUPPORTING DATA

According to the 2008 *State of Black Madison* Report:

FIGURE 14

Employment by Sector

Source:
Adapted from the
*State of Black
Madison Report, 2008*



FOCUS AREA:
LEADERSHIP
& CAPACITY
DEVELOPMENT
Continued information

FOCUS AREA: **LEADERSHIP & CAPACITY DEVELOPMENT** • GOALS AND OBJECTIVES

A Increase percentage of African Americans working, succeeding and advancing in executive, management, supervisory, community and public leadership roles among public, private and nonprofit employers, service agencies and elected and appointed offices in Dane County.

A1 Partner with employers and services agencies to establish ‘Our Madison Captains’ who will lead the education advocacy and implementation of the *Our Madison Plan* within their businesses and organizations

A2 Convene local management and leadership development professionals to design and/or approve curriculum; establish criteria to identify talented African Americans for participation in these programs

.....

B Increase percentage of African American youth participating in and completing traditional and non-traditional youth leadership and service programs led and offered by public, private and nonprofit organizations and institutions in Dane County.

B1 Partner with Black Pan-Hellenic council fraternities and sororities to implement their national leadership development strategies within public schools and the Greater Madison community

B2 Partner with community-based organizations and non-profits to develop internship opportunities for youth involved in leadership and service programs

.....

C Assist every public, private and nonprofit employer in Dane County with 50 or more employees to develop a talent management strategy and clearly defined systems for recruiting, hiring, on-boarding, coaching, developing, retaining and investing in the professional growth and advancement of African Americans employees.

c1 Work to ensure that every employer participates in the annual Workplace Diversity Survey sponsored by the Madison Region Economic Partnership and Urban League of Greater Madison

c2 Collaborate with employers to ensure development, implementation and evaluation of highly effective annual actionable plans for increasing, supporting, and maintaining diversity and inclusion among staff within their businesses and organizations at all levels of employment

c3 Work with the Greater Madison Chamber of Commerce, Downtown Madison, Inc. and Madison Region Economic Partnership and related employer and service groups to increase diversity and inclusion in Greater Madison

FOCUS AREA:
LEADERSHIP
& CAPACITY
DEVELOPMENT
Continued information

- D Facilitate building of African-American led community-based organizations to drive change and operate successful initiatives in Dane County.**
- D1** Partner with the local philanthropic community to identify and grow the financial and operational capacity of African American led community organizations that are effectively reaching and providing critical health, educational, social, and culturally responsive services and supports to the African American community at the neighborhood and city-county wide level

INNOVATIVE INTERACTIONS TO BUILD SOCIAL CAPITAL

- Train and stipend identified neighborhood leaders to help with getting residents to neighborhood meetings, PTOs, elections stations.
- Identify 15 current non-profit community leaders for participation in an intensive project to develop strategies to expand existing programs to reach more African Americans.

PROPOSED START-UP & PERSONNEL BUDGET

Tens of millions of dollars have circulated this local community in an attempt to close achievement gaps, eradicate disparities, promote justice and empower disenfranchised African Americans.

Sadly, very few of those dollars went to African American-led agencies or efforts and far too few saw the return on investment that was promised. To create lasting change, Madison needs a funding and programming strategy that strengthens the African American community by empowering African American leaders to involve African American families and individuals in implementing solutions in partnership with the broader Madison community. Shared funds will allow us to have shared metrics. We know the key players and we know how to engage and empower them. JA needs the flexibility to establish and incentivize key partnerships. JA is requesting funding for a two year start-up. The Justified Anger Community Leadership Team will work with City of Madison Mayor, Dane County Executive, local businesses and private donors to raise the necessary dollars to launch this two-year start-up phase. The JA team will work to raise the \$1.6 million by the end of this year.

PERSONNEL

Justified Anger will aim to hire 10 full-time staff members to facilitate the work in Phase II (*See Figure 9 for reporting structure*).

INFRASTRUCTURE

Administrative Manager (1 FTE): handles phone and email correspondence, attends JA meetings and records minutes, coordinates communications plan (including web and social media) with assistance of volunteers, plans events, oversees budget.

Research/Evaluation Manager (1 FTE): collects data to support initiatives related to JA focus group activities, develops and maintains metrics and evaluation tools for short and long term JA activities, assists with strategic planning, consults with outside groups to support research activities, provides internal and external evaluation summaries, assists with scorecard development.

Fund Developer (1 FTE): responsible for the general oversight and day to day operation of fundraising activities and record keeping, plans (with direction of the Executive Director and/or Advisory Board) and implements all fund development activities, including current and planned giving programs, makes personal calls on prospective donors, prepares grant applications, accepts gifts from donors and assures that receipts and thank you letters are sent promptly and according to policy, prepares annual reports in collaboration with Research/Evaluation Manager.

STRATEGY DEVELOPMENT

Focus Area Team Leader (5 FTE): reports to JA Supervisor, oversees activities developed by each work group, coordinates and facilitates group meetings, guides and maintains timelines, meets with and coordinates meetings with key stakeholders as directed by the work group, liaison between focus area work groups, outside organizations, and research/evaluation manager.

Focus Area Supervisor (1 FTE): Supervises and manages Focus Area Leaders, ensures adherence to timelines, reports work group activities to JA leadership team, communicates updates and needs to Community Leadership Team and Advisory Board upon request.

Community Organizer (1 FTE): Identify volunteer leaders and manage their leadership development. Build teams of volunteer leaders for community outreach; coordinate organizing projects as needed, including grassroots fundraising, and media. Communicate with collaborating organizations to ensure JA volunteers are engaged in other community-based efforts.

COMMUNITY LEADER POSITIONS

A Community Leadership Team will be established consisting of members of the original Coalition, Focus Area Co-chairs, and non-professional community members. This group will work closely with Alex Gee and the Focus Area Project Manager. The Community Leadership Team and Alex Gee will interface with elected officials, stakeholders, and continue to drive vision for the movement.

JA ADVISORY BOARD:

Dr. Jerlando Jackson, Dr. Floyd Rose, Kirbie Mack, Mike Morgan,
Dr. Gloria Ladson-Billings, Darrell Bazzell, Kaleem Caire, Dr. Alex Gee

An advisory board of community leaders and experts will oversee the roll out of the next phase of JA to ensure efficiency. The Justified Anger Advisory Board will interface directly with Alex Gee and will be responsible for monitoring progress toward critical milestones and providing fiscal oversight.

Justified Anger activities will be heavily supported by volunteers. We currently have a database of over 600 diverse individuals with a myriad of skills and expertise that are interested in participating in these efforts.

If each volunteer donates even 1 hour/week, that provides 31,200 volunteer hours for a year – the equivalent of ~15 FTE.

Volunteers can handle tasks such as data entry and database management, event planning, lead focus groups (with training from JA staff), conduct workshops, leadership of and participation in grassroots activities, coordinate letter writing campaigns, facilitate community discussions about race (with training from JA staff), etc.

PROPOSED AUDACIOUS BUDGET FOR OUR MADISON 20 X 20 PLAN

The death knell for many grassroots African American-led efforts is not just lack of funding, but the lack of culturally diverse staff and board members of philanthropic organizations who fully understand the emerging urban issues or the leaders who request funding for addressing these issues. The *Our Madison Plan* must address this major barrier head on.

Justified Anger is proposing a very audacious, yet commonsensical, solution for securing the necessary financial resources for marshaling the human resources in our city to drastically reducing racial disparities in our community.

We aim to raise a minimum of \$20 million dollars by 2020 and invest it in a fund that would generate income for supporting social innovation in the local African American community in Greater Madison. This fund would exist in perpetuity and offer Madison a fighting chance at eradicating the vast disparities that have plagued our city for decades. This African American-led innovation will be developed as a business model that can be adapted in cities across the country facing similar issues in a bold, empowered and sustaining manner. JA leadership will work with local donors, national private donors, national foundations as well as federal funding sources. The income from such a fund would enable local African American communities to determine where funding is needed most and to take the lead on developing sustainable solutions to ensure that the entire Madison community is happy and healthy.

FIGURE 15
START-UP
PROJECTIONS

POSITIONS / FUNCTIONS	COSTS
5.0 Focus Area Leaders 1.0 Fund Developer 1.0 Community Organizer 1.0 Focus Area Supervisor 1.0 Research / Evaluation Director 1.0 Administrative Manager	
10 Full Time Employees + Benefits	\$1,125,000
Training / Support / Fundraising Staff Development Equipment Supplies Meeting Expenses Professional Consulting Administration	
Operational Costs	\$225,000
Activities Initiatives Collaborative Efforts Experiences Community-Wide Celebrations Community-Wide Trainings	
Public Relations Costs	\$225,000
Total Budget (24 months)	\$1,575,000

FUTURE DIRECTIONS: MOBILIZING MADISON FOR CHANGE

The *Our Madison Plan*: From Worst to First

ANGER

“Hope has two beautiful daughters; their names are Anger and Courage. Anger at the way things are, and Courage to see that they do not remain as they are.” • **Augustine of Hippo**

Anger is not where we end; it is where we began. Hope, empowerment and unity is where we will end up.

It is now no secret that Madison and Dane County are found in the precarious situation of battling ugly racial disparities in so many areas. The fact that these issues are currently in the national spotlight has cast a very dark shadow on our once-proclaimed liberal reputation and has sucker-punched our community’s diversity morale.

That is where we have been. Let me tell you where we are going.

ACTION

The *Our Madison Plan* is powerful and dynamic in that it is both truthful and hopeful. The *Our Madison Plan* offers more than a historical perspective of our community; or a critique of its race relations; or a sociological insight into the experiences of disenfranchised people. It is certainly more than the meeting minutes of a culturally sensitive think tank that has pontificated itself into believing that either the victim is to be blamed, that there is no problem, or that the problem does exist, but it is simply too massive to be solved.

The *Our Madison Plan* was created on the premise that local African American leaders and stakeholders care about Madison and believe that we can truly help move Madison from worst place to first place for African American

families. If our local community and its leaders are empowered to offer viable solutions and find funding for carrying out its plans of building infrastructure and expanding the capacity of our African American led agencies, a new sense of hope and ownership would pervade our community. A philosophical and economic shifting of power is a necessary first step for unifying our community in a manner that increases morale and offers new hope.

A key component of our future success rests upon the fact that our focus area chairpersons will be asked to continue to lend their expertise and insights through the implementation phase of this plan.

COLLABORATION

Though completely led and designed within the African American community, the acceptance and implementation of the Our Madison Plan must be a community wide effort. In the immediate future, pending funding, our non-African American colleagues who lead various civic, corporate and social entities will be invited to the table to partner with us by offering their input, insight, collaboration and support. The JA Community Leadership Team must rely upon the goodwill and common interest of non-African American colleagues to collaboratively create the necessary strategies for carrying out the massive goals of this collaborative plan.

HOPEFUL FUTURE

In the **past year** we have listened to, organized among and collaborated with African American influencers and stakeholders. However, in the **upcoming year** we will expand the collaboration cross culturally, set measurable outcomes with other agencies, seek financial sustainability from local and national philanthropic sources, marshal the tireless resources of our local JA volunteer pool and offer to help centralize the community's discussions and strategies surrounding racial disparities for African American children and families. We will also share our community's goals and objectives with leaders of agencies such as the United Way, MMSD, YWCA, YMCA, WCCF, Literacy Network, and City & County elected officials, etc., and set specific and measurable strategies and outcomes together. Our efforts, including quarterly potlucks, US History courses and other social interactions will help to assure far less awkwardness during race discussions and will lead to an increase in positive cross-cultural friendships and interactions.

In the **next three to five years** we anticipate a healthier community that is less divided culturally and is demonstrating examples of extremely effective cross-cultural partnerships on personal and professional levels. During this timeframe we foresee the dramatic increase of African American led initiatives and efforts for empowering our African American families and community due to increased leadership development and funding. The broader community agencies, departments and municipality leaders will begin to understand the efforts and findings of JA's *Our Madison Plan* to be central to

solving issues of racial disparities and as a result will seek ways to partner more strategically in addressing these issues together. Since JA will not provide programs, it will be a logical choice for convening stakeholders, funders and practitioners for strategic collaborations.

In **ten years** we believe that we will experience a community that has grown in its appreciation for diversity in such authentic ways that will impact cultural and civic life as proven by: an African American community that is thriving socially, economically and culturally; a stronger African American family; a stronger and more visible African American middle class and the increased ability to recruit, retain and promote African American business executives, teachers, professors, administrators, social service agency leaders, medical professionals and philanthropic influencers to the area.

In fifteen to twenty years Madison and Dane County will begin to clearly see its wisdom in addressing issues of racial disparity back when it did because of its newfound ability to establish itself a great Midwest city where our thriving African American community perpetuates the development of its local leaders as well as attracting other thriving African Americans to our city.

We have called this framework the *Our Madison Plan* because we believe the process will help all our stakeholders to become more successful in serving **all people** in Madison and Dane County. The African American influencers who have taken great ownership in this framework have seemingly and inadvertently rediscovered greater ownership in this community in which we all live. We all have this incredible moment in our community's history to do something meaningful, selfless and restorative. What we do with this precious moment will be our city's legacy.

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APPENDIX A

SUMMARY OF COMMUNITY ENGAGEMENT IN PHASE I

Justified Anger has kept the community engaged through individual discussions, presentations, listening sessions and forums, regular e-mail updates and discussion through Ideascale (38 ideas, 100 users) and Facebook (~1300 likes). The Justified Anger e-mail list has nearly 1,000 subscribers who open emails and click on embedded links at rates much higher than the industry standard, indicating that the community is eagerly following the initiative (See Figure 16).

FIGURE 16

COMMUNITY ENGAGEMENT: MAILING LIST

Focused listening sessions were conducted with 361 African Americans representing a broad spectrum of ages, education, and socioeconomic status. A summary of impressions shared at these sessions are reported below.

- 985 subscribers to date
- 17 new subscribers per month since May 2014

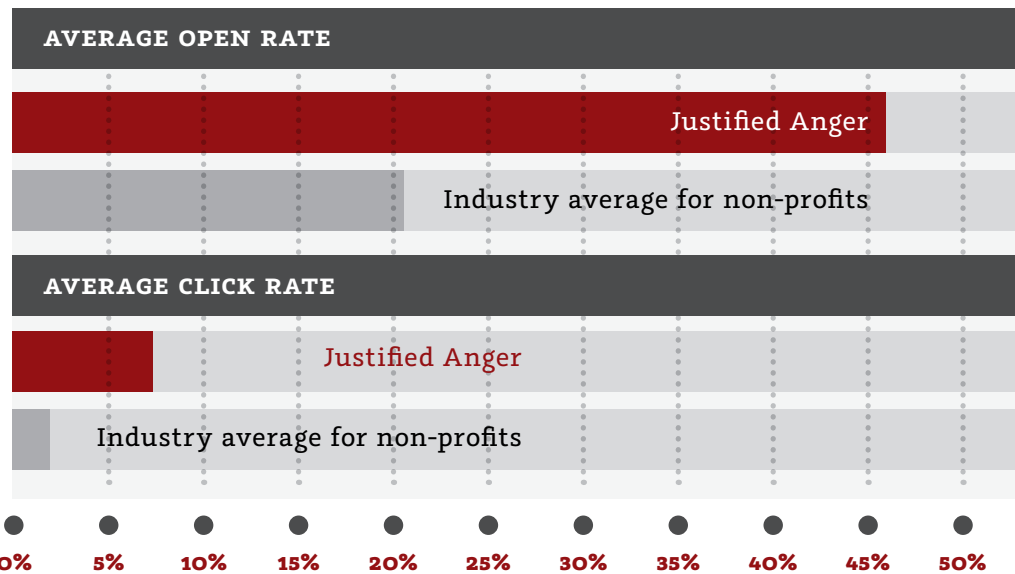
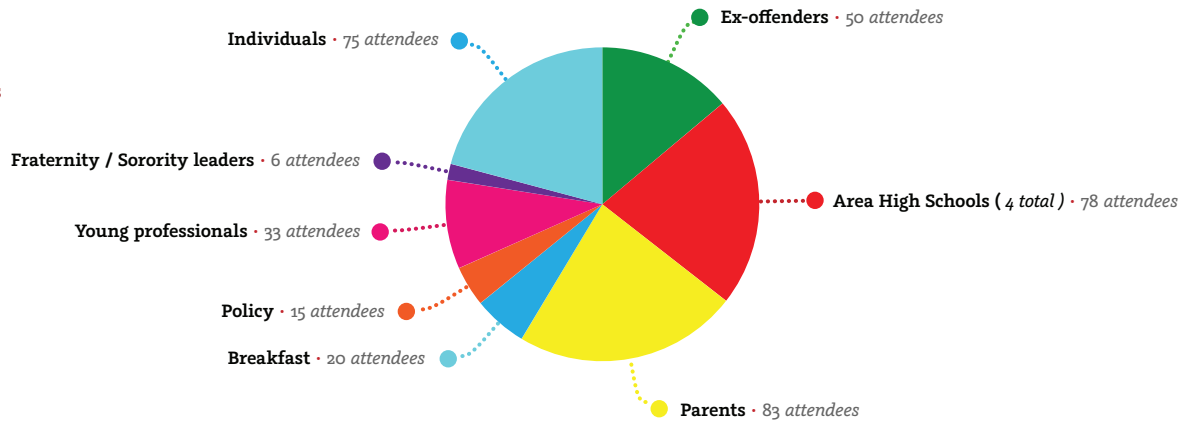


FIGURE 17

COMMUNITY ENGAGEMENT: LISTENING SESSIONS WITH AFRICAN AMERICANS



RETURN TO
TABLE OF
CONTENTS

SUMMARY OF HIGH SCHOOL LISTENING SESSIONS

African American adult community members conducted five listening sessions with a total of 78 African American students representing four of the five Madison High Schools. Students represented the general population, alternative programs, and Black Student Unions. Expressions were consistent across the entire population surveyed. Session facilitators recorded notes on what students said.

THE STUDENT <-> TEACHER DYNAMIC

Students believe that there is room for improvement in relationships between students and teachers– this includes communication both ways. Many students expressed responsibility for needing to motivate themselves and their peers to succeed. Students praised teachers they have connected with. However, students feel as though teachers do not hold them to the same high standards that they hold white students to.

DIVERSITY

African American students would like to see more teachers of color; teachers that look like them. They would especially like to see teachers of color teaching concepts for Black History Month. Students would also like to see more volunteers of color and believe it should be easier to become a school volunteer.

Black students in Advanced Placement (AP) classes tend to feel isolated – some students commented that they felt discouraged from striving for or entering AP classes. On the other end of the spectrum, students separated from the rest of their class in alternative programs feel stigmatized and “left behind”. However, students in alternative programs appreciated the opportunity and felt they were learning more and that their teachers cared about their progress.

PERCEPTIONS/EXPECTATIONS

There was an overwhelming discussion at all schools of expectations and perceptions of black students in the school. African American students feel they are held to a lower standard, are punished more harshly and are less respected than white students. They feel students of color are kicked out of class too often and suspensions do not help deter behavior.

Students stated that they would like teachers to begin preparing them to think about the future in middle school. They feel like there is a disconnect between what they are learning in school and what they will be doing after high school.

Students felt that standards should be higher for kids to qualify for sports or other activities. They felt they would also benefit from more activities such as support groups in the school or in the community, invited speakers of color, or elders in the community coming in school.

Students would like more parental involvement as well. Many students have extra responsibilities such as needing to work to contribute to household bills. Many are bused from other neighborhoods. The busing can lead to being marked tardy more often because of delayed bus schedules.

SUMMARY OF COMMUNITY SURVEYS

Several listening sessions were held with African American adults representing multiple areas of the community. Participants ranged in age from 16-66, with an average age of 36 (median: 34). Responses to the questions “What gives you hope?” and “What breaks your heart?” regarding racial disparities were very consistent among participants.

WHAT GIVES YOU HOPE?

All groups agreed that the dialogue among diverse groups about race is encouraging. They are happy to see a community-wide approach, such as Justified Anger, and are encouraged to see many community leaders engaging in a meaningful way.

“People are talking. People are learning. People want to change.
Organizations are forming actions are being strategized and executed.”
• 34 year old African American professional

“The Justified anger movement! This is what Madison needs – bringing people of all kinds together for one collective force to improve the lives of our people!” • 31 year old African American professional

A few community members and several of the men reentering the community from jail or prison specifically stated that they could not think of anything that made them hopeful.

WHAT BREAKS YOUR HEART?

Men who have recently reentered the community from jail or prison were frustrated with the system as a whole, especially with the lack of treatment and education options for individuals to improve their lives. This concept was paralleled by others in the community who witness the academic struggles and the overwhelming incarceration of young African American men in Madison.

“Hopelessness amongst youth as young as elementary school age, lack of awareness of the severity amongst the public, the degree of racialized inequality.” • 24 year old young professional

“The [sentences] given to the young inmates are much too great.”
• 25 year old Huber inmate

“That the Department of Corrections hasn’t been able to rehabilitate the offender. It seems that once in, the follow through on so-called programs isn’t accomplished.” • 52 year old Huber inmate

WHAT CAN WE DO?

African American community members expressed that it is encouraging to see the African American community pulling together around issues of racial disparity – especially young professionals and leaders. They expressed that it would be helpful to make sure the elders in the community are reaching back to the younger generation to provide guidance. Many African American community members expressed constant discussion of grim statistics and the circumstances leads to a loss of identity for young African American men, in particular. Community members were hopeful about the idea of African Americans coming to the table and guiding/directing solutions that the whole community can be part of.

*APPENDIX B***EXAMPLES OF INNOVATIVE INTERACTIONS
TO BUILD SOCIAL CAPITAL****ECONOMIC DEVELOPMENT**

- Identify 25 local African American entrepreneurs to be trained and groomed for possible start-up opportunities
- Work with UW-Madison's business school for training and WARF for finding potential venture capitalists for new business ventures
- Work with community residents and neighborhood leaders to identify African American-owned businesses needed in our city

EDUCATION

- Create parental advocacy training sessions for African American parents
- Recruit and train 50 African American Parents to either join local PTOs or form a new one that will meet with Superintendent / Chiefs of Schools and/or Board Members
- Create a lunch buddy system for four elementary schools with the lowest performing African American students
- Partner with MMSD to host special summer orientation for African American students transitioning into middle and high school

INCARCERATION

- Create a workshop for men and women who reenter the community from jail/prison to understand the rules of their supervision as well as their rights
- Recruit 25 new businesses who will hire our participants
- Identify ex-offenders who have demonstrated significant maturity, growth, sobriety and work experience, to enter a "Reentry Coaching" training program what will equip them to aid in the case monuments and support of newly released men

FAMILY & COMMUNITY WELLNESS

- Plan multicultural potlucks (Quarterly) to encourage conversation among diverse populations.
- Support existing annual African American Wellness Fairs to be funded by local healthcare providers. Attention will be paid to physical, emotional and mental health issues. Great emphasis will be given to preventative care, stress reduction, mental wellness, dietary education, AIDS prevention, exercise, etc.
- Offer mental health screening training and screenings in local churches

LEADERSHIP CAPACITY & DEVELOPMENT

- Identify local management, marketing, fundraising, bookkeeping, strategies, volunteer recruitment and evaluation experts to support these leaders **and** their organizations
- Create a “universal board” that will serve participating leaders whose organizations lack strong board governance
- Train and stipend identified neighborhood leaders to help with getting residents to neighborhood meetings, PTOs, elections stations