



2018-19 Community Building and Engagement: Leadership Development

Updated 7/13/18

Submit Application to: CDDapplications@cityofmadison.com

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

Note: Potential applicants are required to attend a Community Building and Engagement 2018 workshop or schedule a conversation with City Staff (Deon Carruthers or Nancy Saiz at 266-6520) on their proposal prior to July 13, 2018 to be eligible to apply. Applications will not be accepted from entities that have not attended a workshop or consulted with staff on their proposals.

If you need assistance with this proposal or are unclear about how to respond to any questions listed below, please contact CDD staff at 266-6520.

Agency or Group:	Nehemiah Community Development Corporation	Amount Requested:	\$43,952
Title of Proposal:	Strengthening Neighborhoods Through Grassroots Leadership Development		
Project Type	Community Building & Civic Engagement		
Project Description:	Our program promotes, supports and sustains civic engagement of residents living in the Park Edge/Park Ridge and Hammersly/Theresa neighborhoods . We invite residents, with an emphasis on investing low-income and people of color, to gain skills that prepare them to take an active role in building healthy relationships in their neighborhoods and to become change agents for their communities by taking an active role in city processes.		
Contact Person:	Sue Cotten	Email	scotten@nehemiah.org
Address:	655 W. Badger Rd.	Telephone:	608-257-2453
Is this Group a 501 (C) (3)?	Yes or No Yes	If no, applicant will need to secure a fiscal agent with 501 (C) (3) status	
Name of Fiscal Agent (if Applicable):		Fiscal Agent Phone:	

Contact Us! CDD staff are committed to helping interested groups understand and work through program requirements. Call Deon Carruthers at 266-6520 or email him dcarruthers@cityofmadison.com if you have any questions.

1. Applicant Organization or Group: (1000 characters) Describe the organizations experience and capacity to provide leadership development training and support for City of Madison target populations. (10 points)
For 25 years Nehemiah has served the Madison area with an emphasis on the African American family. We address emotional, academic, social, physical and economic concerns. In 2014 Nehemisah, in partnershiptheir with other African American leaders, launched Justified Anger – a collaborative impact movement which developed a long term strategy for community transformation. Since 2015 Nehemiah has been piloting this strategy in Meadowood and confirming that the focus on developing leaders within communities, people who are experiencing the impact of racial iniquity in our community is the pathy forward to genuine change.. To date Nehemiah has graduated 18 emerging young Black professionals from our nine-month Leadership Institute and we have mentored and coached 29 individuals, helping them grow as leaders. Of those individuals we have encouraged and coached, 15 graduated from our formal neighborhood leaderishp program and many are currently leading projects in their communities.
2. Focus Area: (1000 characters) Describe the neighborhoods or communities that will be the focus of the proposed program: for example, location, ages, ethnicities, income ranges, English language proficiency etc.). (10 points)
We will continue our work with Meadowood as we will expand our leadership development program into the Park Edge/Park Ridge and Hammersly/Theresa Terrace neighborhoods. These two neighborhoods have a similar history as Meadwood, both being neighborhoods experiencing changes in the types of housing, common spaces and employment in the neighborhood. Madison’s southwest cooridor has experienced a great deal of transition in the last twenty years with a noted increase in the number of rental units within neighborhoods which had previously been primarily single family homes. Each neighborhood has experienced the loss of smaller local businesses which have been unable to compete with the larger box stores that have come to Madison. Local spaces, such as a hardware store, where neighbors would interact have been lost at the same time as the racial and ethnic composition of these neighborhoods have increased significantly.
3. Participant Recruitment and Accessibility Planning : (10 points)
 - A. Describe your participant recruitment criteria and strategies. (1000 characters)
We will employe a broad based communications strategy that uses grassroots leaders we already know living in these neighborhoods along with flyers and community social gatherings to get the word out that any adult resident of these neighborhoods is eligible to apply to participate for their neighborhood training program. We have an application form which asks each person to describe why they wish to participate along with asking them to describe a project or idea they want to do to benefiit their community. We ask people to tell us about themselvles and what they believe they need to become more effective change agents. We are looking for men and women who want to make a difference who has demonstrated initiatve in an area of their life.
 - B. Describe your strategies to address potential barriers to participation including potential language access or literacy issues and cultural relevance for your target populations. (2500 characters)
Our program will be led by African Americans with the cultural competence that enables them to work well with individuals from a wide range of backgrounds. We will address barriers of access by ensuring (a) we meet at a location in the community, (b) providing a van pick-up if needed (c) providing classroom instructional materials at a cost of no more than a few dollars per participants (d) by holding our training at times which are least in conflict with work schedules (e) by helping participants come up with indiidualized solutions to the unique barriers they face. We know from experience that learning has to be not only reading but active engagementin discussions and explorations of new ideas. Our curriculum is not solely dependent on an ability to read at a high level since it is highly participatory, experiential and exploratory..
4. Program Design:(20 Points)
 - A. Describe your proposed program design. Include staffing, training curriculum, proposed activities, and criteria and amounts for stipends and seed funding. (5000 characters)

Our program design was developed using the information we gained about the community and its needs through focused discussions with African American community members in both group and individual settings. We have ongoing discussions with community stakeholders such as neighborhood alders, neighborhood center directors, library staff, MSCR and MMSD and many others. Our review of the history of interventions in the southwest corridor along with what we learned in our discussion with neighborhood residents and stakeholders confirmed for us that meaningful change would only occur if African American residents were integral into the planning of our curriculum and that we had to be prepared to engage for the long term, which we are. Our formal leadership development program is divided into three sections. The first section is 5 weeks long with weekly gatherings of at least 2 hours and these modules focus on (a) helping a person discover their personality type (b) deepening their communication skills (c) understanding their own neighborhoods (c) increasing their conflict resolution skills (d) exploring a theory of community change and identifying their role in creating change (d) and understanding how local government works and where they can be involved. Graduates of this module will receive a \$100 stipend. The second 5-week module also meets for 2 hours each week and it is a deeper dive into skills essential for leading change including (a) identifying assets and resources (b) effectively using technology for communication and project implementation (c) project planning and evaluation (d) cross-cultural relationship building and (e) creating budgets and raising funds. At the completion of this second 5 week module participants will receive a second \$100 stipend. The third module focuses on the creation of a project plan and its implementation with Nehemiah providing coaching and connections. An individual receives a \$100 stipend for their project work once they have implemented the first 60 days of their plan. This is the module where the seed funding is active and we will assist residents in identifying what, if any, funds are needed for them to implement their improvement plan/change plan. The maximum seed money we will grant to a participant will be \$1,000 but we believe many of these participants will need less funding for their activities and more assistance with gaining access to decision makers and opportunities to participate in decision making meetings. The program is staffed by individuals with experience in leadership development and includes the use of subject matter experts from city departments and local nonprofits as speakers. Additional activities will include the class observing at least one committee meeting of the CDD and having an opportunity to meet with at least one city staff member to review their project idea. The Neighborhood Resource Teams are being invited to participate in the reviewing and providing feedback on project plans. Since we know from experience that most low-income individuals and those with only a high school diploma do not have city staff, alders or other city leaders and leaders of nonprofits in their social networks we will also do at least one social activity which will promote conversations and connections for people in the class with influences and decision makers in civic affairs.

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

Researchers in the field of community engagement have identified that a person's level of education is directly correlated with their participation in civic affairs. Exploration into this data showed that the reason education level impacts civic participation is that higher education often results in a person having (a) a higher sense of self-efficacy (b) more extensive social networks and (c) job situations which provide them flexibility. We recognize that many of the residents in our program have only high school diplomas, lower wage jobs with no flexibility and a low sense that they can make a difference. Our program design directly addresses the need for a person to have an expanded network and strong sense of self-efficacy. We address the lack of flexibility with their jobs by offering our program in the evening and on weekends, and with sufficient funding we will offer it also at times when those who work nights can attend. Our program design will grow residents' social networks and a sense of self-efficacy. We use the power of peer mentors, ensuring that participants get to know and understand how other residents of their neighborhood are already personally engaged in local government. Nehemiah's leadership development program helps individuals identify their unique strengths and life experiences which have prepared them for effective civic participation.

5. Utilization of Community Assets and Partnerships: (10 points)

- A. What are your specific strategies for utilizing neighborhood assets, resources and potential partners and stakeholders in the implementation of this project? (2500 characters)

Nehemiah will utilize the relationships we have built through our two plus years of leadership development in the southwest corridor of the city. A hallmark of Nehemiah's work is our relational approach which respects the reality that true change in a community can only occur after there are trust relationships at all levels in that community. We currently work with community assets and potential partners including Tauri Robinson at Meadowood Center, Pastor Ron Adams of the Madison Mennonite Church, Rev. William Boyd at Orchard Ridge United Church of Christ, and Rev. Joe Brosius of Good Shepherd Lutheran Church. Those individuals and organizations are helping us build new relationships within the southwest corridor. Through the listening sessions, one-on-one meetings with organizations already serving in this area and targeted discussions with local government leaders such as alders and city and county agency staff Nehemiah has a solid grasp of the potential resources, assets and new partners we can engage as we expand our leadership development program to serve two additional neighborhoods. Before beginning to work in the southwest corridor our Justified Anger initiative engaged in extensive research, utilizing not only past data collection sets but also exploring with residents their experiences of being served by outside groups. We gained a better grasp of the social dynamics in this area which has shaped the design of our grassroots leadership program. Residents expressed to us their disenchantment at working alongside civic or nonprofit agencies because too many had come to the neighborhood but not stayed long enough to truly build trust and engage the residents in a meaningful way. Nehemiah's work through Justified Anger is a long-term strategy and we intend to continue our work in the southwest corridor far into the future. To enable this community transformation effort to continue we are building into our leadership program the use of Community Liaisons, individuals who have graduated from our leadership training program, who live in the neighborhood, who will continue to resource, encourage and guide other grassroots leaders. Nehemiah will stay engaged with these Community Liaisons providing ongoing encouragement, coaching and resources and Nehemiah's Advancement Department will provide ongoing assistance for neighborhoods to help them effectively engage with potential donors.

- B. What is your specific strategy for utilizing City of Madison resources- including staff from potentially multiple departments, neighborhood resources teams, alders and/or alignment or engagement with other city processes? (2500 characters)

Our strategy can be visualized as concentric circles with our work commencing in the neighborhood with a focus first on the individual and the building of confidence and efficacy. As participants gain new skills and insights into how they can impact their community that move into the next circle of becoming more informed about what is happening in their neighborhood and building relationships with civic and nonprofit agency staff serving their neighborhood. With a sense of confidence with one another and in themselves we will have participants engage with the various organizations at work within their neighborhood, helping them discover more about these groups and their work. We anticipate small teams of program participants going out to interview city and nonprofit staff with a three-fold intention (1) for our participants to get to know individuals by name who they can connect with in the future when they are working on their projects (2) to increase their awareness of the resources available for their project and (3) for them to explore potential collaborations that can benefit their projects. That information will help our participants as they create project plans. We will invite staff from a wide range of city departments to serve as a "subject matter experts" in various learning modules. While the information those individuals can provide will be useful, we recognize that the most valuable aspect of their presence with us is the opportunity to build trust. In addition to having staff be teachers in our program we hope that at least some of our participants will be able to shadow a staff member; joining them at committee hearing or a council presentation or other community event. Seeing how government works while having a person within that "system" who they trust to ask questions of, will equip them for effective participation in civic affairs. We will invite neighborhood resource teams in to review and discuss a participant's project plan, providing our participants an opportunity to strengthen their project plan, identify resources for their project, and potentially find ways to collaborate with already existing programs. We hope alders will not only participate in at least one module in our curriculum but that they will join us for at least one social event Nehemiah

hosts for each learning cohort in order to move relationships forward into a place of greater understanding and trust.

6. Proposed Timeline for Implementation: Funded activities may start on or after October 1, 2018, or take place entirely in 2019. All funded programs must conclude by December 31, 2019.

Activity	Estimated Start and Completion Dates
Gather information from residents of Hammersly/Theresa Terrace and also Park Edge/Park Ridge neighborhoods, and identify existing community leaders in those neighborhoods	Jan.-Feb 2019
Engage with stakeholders as part of the information gathering process and exploring potential contributing roles for groups and individuals whose goals align with those of this project	Jan-Feb 2019.
Present findings to each neighborhood and engage residents in exploring programmatic options for skill development	March 2019
Meet with identified community leaders and review our proposed curriculum making modifications as appropriate in response to input from community leaders.	March- April 2019
Recruit residents into the leadership training programs	May-June 2019
Conduct the community building and leadership development course	June-December 2019

7. Funding: (10 points)

- A. What other funding do you anticipate pursuing in support of the proposed program? (500 characters)
 We have submitted a proposal to a funder to support the work of our "Community Liaisons" and if awarded we would receive \$25,000 toward building a sustainable ongoing leadership development presence in each of the neighborhoods we are serving. In addition, we anticipate that the 2019 "Black History For a New Day" class (about 200 people) will be invited to become monthly donors in support of our leadership development efforts. Additional funding from corporation is likely
- B. Budget: Summarize your program budget by estimated costs and revenue for 2018 and 2019. Please identify fund sources. If the proposed program would begin in 2018, keep in mind 2018 awarded funds must be expended in 2018, and cannot be carried over into 2019. If you are not beginning your proposed program until 2019 you will only complete the 2019 budget.

2018 BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
A. Personnel Costs (Complete Personnel chart below)				
1. Salaries/Wages (show detail below)				
2. Fringe Benefits and Payroll Taxes				
B. Program/Project Costs				
1. Program/Project supplies and equipment				
2. Office Supplies				

2018 BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
3. Transportation				
4. Other (<i>explain below</i>)				
C. Space Costs				
5. Rent/Utilities/Telephone				
6. Other (<i>explain below</i>)				
D. Special Costs				
7. Participant Stipends				
8. Seed grants				
6. Other (<i>explain below</i>)				
D. TOTAL (A + B + C +D)				X

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

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

2019 BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
A. Personnel Costs (Complete Personnel chart below)				
1. Salaries/Wages (show detail below)	22152	16952	5200	Nehemiah
2. Fringe Benefits and Payroll Taxes	1695	1000	695	Nehemiah
B. Program/Project Costs				
1. Program/Project supplies and equipment	500	0	500	Nehemiah
2. Office Supplies	350	0	350	Nehemiah
3. Transportation	500	0	500	Nehemiah
4. Other (<i>explain below</i>)	1000	0	1000	Nehemiah
C. Space Costs				
5. Rent/Utilities/Telephone				
6. Other (<i>explain below</i>)				
D. Special Costs				
7. Participant Stipends	6000	6000	0	
8. Seed grants	20000	20000	0	
6. Other (<i>explain below</i>)				

2019 BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
D. TOTAL (A + B + C +D)	51797	43952		

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

\$600 of this is for food (\$3/person per mtg. = \$30 person with 20 people = \$600. The remaining \$400 is for honorariums for grassroots leaders who serve as presenters within the program at \$50/class will pay for 6-8 people.

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

The budget for this program is supported by in-kind contributions from our partners and from Nehemiah which including but not limited to rent, staff time and expertise contributed towards the building of social networks, use of the Nehemiah van at no cost to the project, coaching from Nehemiah staff in the development and implementation of project plans and many other aspects of this venture.

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

Title of Staff Position	F.T.E.*	Proposed Hourly Wage*
Project Director	.125	\$20
Leadership Development Instructor	.25	\$15
Community Liaison	.20	\$15
		\$
		\$
TOTAL	.575	

*FTE = Full Time Equivalent (1.00, .75, .50, etc.) 2080 hours = 1.00 FTE Please identify FTE that will be spent in this project.

8. Outputs and Outcome measures: (15 points)

A. Please describe your proposed program outputs. (2000 characters)

The outputs of Nehemiah's Neighborhood Leaders Program will be a cohort of individuals equipped to build relationships with all residents in a neighborhood so that every one is invited to be part of making their neighborhood a better place to live. Our program participants will gain specific skills as set out in our program design section of this proposal but most significantly they will gain an expanded network of relationships which they can draw on as resources. Having an expanded network with whom you are comfortable talking with of staff from city departments, agencies and nonprofits will move people from being isolated and voiceless into spaces where they can be designing and implementing neighborhood level solutions to longstanding, often seemingly intractable problems which outsiders of their neighborhood have failed to remedy. Nehemiah's neighborhood leadership program not only teaches it energizes residents as it affirms the value of their lived experiences and how those life experiences give each person the opportunity to make a unique contribution to building a stronger community and greater cohesion within their neighborhoods regardless of the ethnicities of the residents. Nehemiah's expertise in helping people learn to work cross-culturally will continue greatly to building social cohesion within neighborhoods because we will directly address the challenges and opportunities of working cross culturally.

- B. Please describe your proposed program outcome measures. (2000 characters)
- a. 75% of participants will complete the formal 10 week leadership curriculum.
 - b. 90% of participants will develop an action plan for a meaningful community improvement project.
 - c. 75% of project plans will be interact with at least on city department, alder or other local government agency as they develop their project plan.
 - d. 100% of the project plans will receive feedback from a review by the NRT.
 - e. 100% of participants will begin implementing their project plans in 2019
 - f. 30% of the project plans will be completed by the end of 2019
 - g. 75% of program participants will report an increased sense of self-efficacy in promoting positive change in their neighborhoods.
 - h. 75% of the participants will be people of color
 - i. At least 50% of the participants will be renters in the neighborhood.

We expect there to be a wider range of outcomes than those identified above. As individuals gain leadership skills, expand their social networks and grow not only in confidence but in their belief that their participation in civic affairs can make a difference we will see a ripple effect on these neighborhoods. By mobilizing leaders at the neighborhood level we believe that there will be positive impacts not only for these individuals but for those living and working in these neighborhoods. Through their projects we will be promoting new types of collaboration to increase the impact of the financial investment made in these neighborhoods by the City of Madison. We have evidence from the last few years of our work that this type of relationally grounded leadership development with meaningful engagement with city departments, NRTs and other nonprofits will lead to greater synergy, less competition and more collaboration between nonprofits to the end that we make the best use of city resources to promote communities of racial equity where everyone thrives.

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

Data collection begins prior to the start of the first instructional class with a survey which assesses a person's current level of engagement and participation in their neighborhood and with civic activities such as voting, communicating with alders, attending city meetings, participating in community discussions on issues and other activities that provide an initial profile of a person's level of engagement. Additionally this survey will collect information about how this person is currently providing leadership within their own community and within the wider community; identifying their membership in local or national organizations and the roles they have in those organizations. This initial profile will also include an opportunity for a person to describe their attitudes and beliefs related to their self-perception and their perception of local government processes. Dr. Karen Reece, Director of Evaluation and Research at Neheimiah will coordinate the data collection and assessment activities. Periodically throughout the classroom portion of our training we will ask individuals to reflect on how their beliefs and attitudes are being impacted by this course. Our curriculum builds new competencies and we are exploring how we can effectively measure the improvement the skills of planning, communicating and resolving conflict we anticipate for each participant. We will keep records of each person's coaching sessions where we describe the issues discussed and guidance offered. We expect these journal notes will help us identify change pathways for each person and be able to provide meaningful qualitative data. Participants will be journaling as part of their work in this program and we anticipate several being willing to share with us the lessons learned by each of them. We will report the impact of our training and coaching to the City and in articles we write and publish on our webpage celebrating the work of these community leaders.

-SIGNATURE PAGE-

City of Madison Contracts:

The following information is provided in order to outline city requirements that will apply if your proposal is funded. All allocated funds will be administered through contracts with the City of Madison, Community Development Division. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected organization. If funded, applicants will be required to attend a **mandatory meeting** on contracting requirements in Fall 2018. City purchase of service contracts include requirements regarding non-discrimination, consideration of vulnerable populations along with specific requirements in the following three areas:

1. Affirmative Action:

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02, an Affirmative Action Plan with the City Department of Civil Rights (DCR) or an exemption if allowed by City DCR. A model Affirmative Action Plan and instructions are available at:

<https://www.cityofmadison.com/dcr/aaFormsCBO.cfm>

2. Insurance

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management:

- Commercial General Liability
- Automobile Liability
- Worker's Comp
- Professional Liability

The cost of this coverage can be considered in the request for funding. The Certificate of Insurance that will be required at the time of contracting is available on the City of [Madison Risk Management website](#).

A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at (608) 266-6520.

4. Signature:

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

Applicant Signature:

Enter Name: Harry Hawkins - Executive Vice President of Nehemiah

Date: 7/19/18_

By entering your initials in the box,

HH

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