



Proposal for Community Building and Engagement Spring 2015

Submit application to EOPapplications@cityofmadison.com
Please include "CBE app from (Applicant name)" in the subject line

Deadline: 12:00 pm (noon) on Friday, March 20, 2015
LATE APPLICATIONS WILL NOT BE ACCEPTED.

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

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

Agency or Group:	Centro Hispano of Dane County	Amount Requested:	\$26,359
Title of Proposal:	Programa Bienestar at Centro Hispano		
Contact Person:	Karen Menendez Collier		
Address:	810 West Badger Rd	Telephone:	608-442-4010
E-Mail:	karen@micentro.org		
Is this Group a 501 (C) (3)?	Yes or No Yes		
Name of Fiscal Agent (if Applicable):			
Fiscal Agent Contact Person:			
Project Description: (Approx. 20 Words)	Building civic engagement in the Latino community in South Madison, using the community wellness advocate model.		

1. Applicant Organization or Group: (2000 characters) Briefly describe the history and structure of the applicant organization. Please describe any experience you have had in the proposed project area.

Centro Hispano is the largest social service provider of Latinos in Dane County, serving approximately 6,000 Latino clients per year, including nearly 300 families served through school-based programs. Despite such large numbers, Centro currently serves less than 5% of the overall Latino population in the surrounding neighborhoods, suggesting a need for greater community engagement. Based in Madison, Centro will this year celebrate 32 years working with the community and particularly the immigrant population. The programming structure of Centro Hispano is divided into youth programs and adult programs, and the Executive Director oversees the overall functioning, financing, and operation of the Center. Each of the programs is led by a program director responsible for planning, developing, implementing, and evaluating. Intentional internal communication strategies (monthly staff meetings, internal newsletter, one-one meetings, and staff-board retreats) are built into the programmatic framework of Centro, creating spaces for open communication and feedback.

Centro works to improve the quality of life for Latinos by empowering youth, strengthening families and engaging the community. Centro focuses on education across the lifespan, employment and careers, social support, advocacy skills, and community development to reduce risk factors found in the neighborhood environment. Our goal is to reduce poverty across generations and within families. Leadership and staff at Centro Hispano recognize that poverty alleviation strategies are as complex as its root causes --illiteracy, cultural dissonance, family disintegration, etc. Due to its history and role in the community, Centro is strategically positioned to facilitate the development and implementation of grassroots programs—especially programs that use a community-based approach.

2. Project Description:

- a) Describe the proposed project purpose. (1000 characters)

Centro Hispano is implementing a 5 year strategic plan, & one of the overarching goals is to create a Wellness Program (Programa Bienestar) built by and for the community. Centro will engage a Community Members Network (Network) who will help develop and launch the program through a process fostering civic engagement & through train-the trainer activities that will meaningfully engage residents in the Badger, Burr Oaks, & Marlborough neighborhoods surrounding Centro, to address pressing environmental, health, & social challenges to well-being. Moving away from a model of crisis management, the Network will join a collaborative of direct service providers & city agency representatives to focus on prevention by increasing access to innovative health & wellness services at Centro. Such civic engagement will result in a renewed sense of vitality & ownership in neighborhoods struggling to develop because of economic hardship and the social vulnerability of its residents.

- b) Describe project design. Include information about numbers of people who will be involved, staffing, hours of work, description of any curriculum, capacity and skill building activities, proposed location of service, etc. (5000 characters)

Monies will allow us to hire a part time program manager to coordinate, organize, monitor, and follow-up on activities related to developing the Wellness Program at Centro Hispano:

Planning Phase:

1) Conduct strategic planning with technical experts, community members, and city employees (Collaborative). Our objective will be to convene and create the foundations of the Wellness Program by outlining the definitions of wellness for Latino families. Through this process we will understand the root challenges to wellness and the direct and indirect factors that contribute to health disparities in this community, delve into frameworks of organizations and city departments involved in wellness activities

and how to engage with them, and identify key community members to involve in wellness and civic engagement activities. An initial expected outcome of the planning sessions is to recruit, engage, and initiate the training of the Community Members Network (Network). The Network will include at least 6 Latino residents ranging in age, socioeconomic position, marital and immigration status, as well as acculturation level. Centro staff and other partners will provide training for Network members focused on: a) civic engagement and advocacy skills development, b) exposure to multiple city councils and public organizations, and c) computer literacy. Through the Lussier Community Center Neighborhood Organizing Project Network members will also receive trainings focusing on grass roots community organizing. Training during the planning phase is expected to take at least six months, however, some of the activities (Network trainings, Collaborative meetings) will happen throughout the year.

2) The Network will lead the process of prioritizing identified challenges, and as part of the Collaborative establish benchmarks for how to measure and monitor success in outcomes.

3) As part of this wellness initiative the Collaborative will assess Community Health Worker (CHW) models in cities comparable to Madison and then create a draft training curriculum specifically for a Community Wellness Advocate (CWA) program at Centro Hispano.

Research shows that CHWs increase patient knowledge, access to health care, and use of preventive services, and improve health behaviors.

Building on CHW frameworks, Centro's innovative CWA model will go further and incorporate community engagement, advocacy and empowerment, with the ultimate goal of increasing personal self-efficacy in CWAs. Additionally, CWAs will be key to the development of the Wellness Center at Centro because they will function as:

a) Connectors between the community, Centro, and the Collaborative.

b) Opinion leaders engaging residents in the Badger, Burr Oaks, and Marlborough neighborhoods to address the most pressing health challenges in their community.

c) Community developers, increasing the perception of community membership which is vital to fulfilling an individual's sense of belonging and successful integration in a new location.

d) Knowledge brokers, informing community stakeholders and members about resources and networks available for them. They will also help break through some of the biases and assumptions about and for Latinos related to services organizations.

e) Centro advocates, advocating on behalf Centro Hispano in the community.

4) Develop evaluation tools to assess the impact and effectiveness of the CWA model and monitor strategies to increase civic engagement. In addition, the Collaborative will outline process and outcome indicators to evaluate the future Wellness Program.

Implementation Phase: Once training is complete, the goal will be for the Network to train 3-5 part-time Community Wellness Advocates from the Badger, Burr Oaks, and Marlborough neighborhoods.

Outspoken "neighborhood champions" will be identified, both young and old, with the objective to identify strong Community Wellness Advocates. It is possible that some Network members will become CWAs- in this case, the person will only serve as a CWA. Individuals selected will receive some of the training developed for the Network and they will educate fellow residents on disparities in their community. CWAs will be tasked with mobilizing families, while fostering a greater sense of social cohesion in surrounding neighborhoods around the health, social and cultural challenges facing their community. As such the CWAs will promote civic engagement and community empowerment, identifying those with ideas and the necessary resiliency and assets to inform the problem, all while promoting social capital within the community. Since the CWAs are part of the community, outreach and engagement activities are expected to happen organically; however, at least six planned community events will happen at Centro. As a performance measure, in a timeframe of 5 months, each CWA will be educate and engage 15 community members and each event at Centro Hispano will gather at least 50 people.

c) Describe project plan to develop sustainable leadership and engagement. (1500 characters)

Sustainable leadership and engagement will be a product of Centro's success during planning and implementation stages. One of the unique characteristics of this Collaborative are the cultural nuances that may hinder or advance rapport between its members. The project will use Thompson's Community Capital Framework, when developing programming. This framework is divided into 7 different constructs underlying strategies for bonding and bridging among diverse cultures for the purpose of enduring sustainability. These seven constructs include 1) human capital, 2) cultural capital, 3) social capital, 4) built capital, 5) natural capital, 6) financial capital, and 7) political capital. This research found that Latinos have greater human, social, and cultural capital but low levels of political capital. The proposed program will address all of these constructs, ensuring a higher degree of engagement and ownership, which go hand in hand with leadership development. Establishing a strong collaborative will be important since the creation of the Network and establishment of the CWA model at Centro will provide the foundations for long-term sustainability of the Wellness Program at Centro Hispano.

Thompson, D. (2010). "Somos Del Campo": Latino and Latina Gardeners and Farmers in Two Rural Communities in Iowa - a Community Capital Framework Approach. *Journal of Agriculture, Food Systems, and Community Development*, 1, (3), 3-18.

d) How will this project prepare residents for effective participation in city and other governmental processes? (1500 characters)

Latinos are likely to have low levels of political capital, which result in reduced participation in civic activities. Some reasons why Latinos are not fully engaged in the city include: 1) lack of trust and fear due to their vulnerable immigration status, 2) political indifference, 3) lack of time and resources, 4) low English literacy, and 5) low educational attainment. Voters participation rates are used as a proxy for civic engagement, and according to the Pew Research Center, Latinos comprise 3% of eligible voters in WI Congressional District 2, but this rate will grow in the next decade (approx 88% of children of immigrant parents are US citizens. Thus increasing civic engagement in the Latino community is necessary to support democracy in Madison. This project will promote to residents opportunities to volunteer, organize, and participate in activities that would increase their knowledge about the role and functions of local government, city councils, and public institutions. Our process of creating a Wellness Program at Centro is a perfect conduit for teaching civic engagement, because it relates to people's self-efficacy and sense of inner power.

1. https://latinostudies.nd.edu/assets/95265/original/civic_engagement.pdf

2. <http://www.pewhispanic.org/interactives/mapping-the-latino-electorate-by-congressional-district/>

3. <http://www.immigrationpolicy.org/sites/default/files/docs/ipc/images/infographics/Wisconsin2013.pdf>

3. Focus area:

a) Describe the neighborhood(s) that will be the focus of this project; for example, location, demographics of the area, such as race and ethnicity, income ranges, distribution of rental and home ownership, ages, English language proficiency etc. (2500 characters)

Latinos represent the largest and fastest growing minority group in Dane County and have been increasing in numbers since the early 2000s. There are an estimated 22,027 residents in the residential zip code encompassing Centro Hispano, with African American and Hispanic population percentages significantly above the city average. Large numbers of Latino families reside in the Badger, Burr Oaks, and Malborough Planning Districts surrounding Centro, where they represent 27%, 29%, and 24% of residents, respectively. This area is also a hot spot for Latinos because it overlaps the border between two cities where Latinos have a growing presence - 7% in Madison and 17% in Fitchburg.

Despite being a mid-size city, Madison has ‘big city’ socioeconomic disparities split on racial/ethnic lines, on par or exceeding other larger urban centers nationally. As a result Latinos in Madison experience great food insecurity and lower educational attainment when compared with White non-Latinos. Latinos living in the neighborhoods surrounding Centro, are more economically disadvantaged compared to the Madison average (75%, 91%, and 92% vs. 48%) and have a lower median household incomes (\$39,882, \$27,162 and \$39,017 vs. \$53,958).

Most health data for Latinos is not available at the county level; however some of the data which are available suggest disparities in important indicators such as more negative birth outcomes. Statewide data also shows a lower percentage of health care coverage for Latinos than for White-non Hispanics, Black-non Hispanics, and American Indians (65% vs. 91%, 82% and 89%, respectively). These data are important, because evidence indicates a correlation between food insecurity with poor health, increase number of hospital visits, and depression. In addition, Latino communities suffer from the underlying burden caused by chronic discrimination, bias, and social isolation, causing an increase in health inequities.

1. http://www.apl.wisc.edu/publications/Latino_Chartbook_2010.pdf

2. <http://www.madisoneconomicdevelopment.com/images/pdf/profiles/Fitchburg.pdf>.

3. Sano, Y., Garasky, S., Greder, K. A., Cook, C. C., & Browder, D. (2011). Understanding food insecurity among Latino immigrant families in rural America. *Journal of Family and Economic Issues*, 32, 111-123.

4. Resident Engagement:

- a) Describe resident outreach and engagement. How and when will residents be brought into this project and what roles will they have in implementation? (2500 characters)

Centro Hispano's outreach and engagement strategies are key to the success of all programming. Staff leverage resources from a wide network of partners and community connections. Community members and families served by Centro Hispano actively provide feedback, raise their concerns during face to face interactions with staff or through anonymous comments, as well as through our website and Centro's social media outlets – Facebook and Twitter. In addition, the agency relies on our network of close to 700 supporters to advertize activities and events. Other venues used to reach out to the community include: local newspapers (La Comunidad, The Capital City Hues, Voz Latina, The Isthmus, and The Madison Times) as well as through our monthly radio program on La Movida Radio. The station has a Spanish-speaking audience estimated at 40,000 listeners in Southern Wisconsin. Staff are also trained to talk with community members about current opportunities through different venues, including the weekly Job Mob sessions at Madison College; Dane County Joining Forces for Families activities; visits to the Goodman South Madison Library; partnerships with the Urban League of Greater Madison, Nehemiah Corporation, Catholic Multicultural Center; the Latino Health Council, Madison Metropolitan School District, and the Latino Children and Families Council. Currently, Centro has hired a Community Engagement Specialist to work as a liaison between the community, the schools where we have after school programs, and Centro's staff.

Our objective will be to engage neighborhood champions using these same avenues and to eventually transform them into Centro advocates, working in the community, promoting wellness, access to resources and continued engagement in the development of current as well as future programs at Centro Hispano. These layers of community roots and connections will be evidence of the investment Centro Hispano has in Madison and its Latino residents.

- b) How will language access, cultural responsiveness and literacy considerations for residents be addressed? (1000 characters)

Centro Hispano staff is fully bilingual and together holds close to 46 years of working in this community. On a daily basis, Centro staff deals with issues of cultural appropriateness and linguistic literacy, thus when planning and implementing programs and events these considerations are always on the table and the topic of discussions. In addition, our Latino staff is used to navigating both the main stream culture and the Latino culture at the same time and consequently naturally become facilitators and liaisons for clients and organizations in greater Dane County. Our clients' demographics range from toddlers to elders and we serve all Latinos and all levels of acculturation, and as a result have been mindful of creating spaces safe for relationship building and fostering opportunities for all.

5. Neighborhood Assets and Partnerships:

What is your specific strategy for utilizing neighborhood assets, resources, potential partners and stakeholders in the implementation of this initiative, and why? (5000 characters)

As mentioned above, Latino residents in Madison are lagging behind other groups in multiple socioeconomic and health outcomes. However, we have great potential for reversing these trends. Madison is a very unique city with many non-profits (per capita, the highest number in the US) and socially conscious residents and businesses. Moreover Dane County health providers have a long history of coming together to collaborate around issues affecting access to healthcare. For the Wellness Program to become a reality, Centro has partnered with health care providers, community partners and academics that are eager to come up with innovative solutions for reducing health disparities utilizing the triad of health promotion strategies, community-based involvement and leadership development. These includes members of the Healthy Dane Collaborative and the three largest health care systems in the city, including Meriter-Unity Point Health (not-for-profit community hospital), St. Mary's Hospital (recently merged with Wisconsin-based Dean Clinic and Dean Health Plan) and UW Hospital and Clinics (academic medical center affiliated with UW-Madison).

To develop the Wellness Program, Centro Hispano has also leveraged the health-related expertise of three key partners: 1) Latino Health Council: one of our strongest supporters and partners. Celebrating its 20th year in Dane county, the Latino Health Council is a non-profit comprised of over 40 key health care related organizations and agencies throughout Dane County. The goal of the Council is to promote and support health and wellbeing of the Latino community through direct health education, advocacy, consulting and networking. 2) Public Health Madison and Dane County (PHMDC): an innovative partner, taking the approach that health should be integrated into all policies. PHMDC is integrating its Community Health Improvement Plan with the City of Madison's review of its ten-year Comprehensive Plan. PHMDC is also creating an integrated staff team with the City of Madison Parks Department, focusing on ways to promote health equity, particularly through active living. 3) UW Carbone Cancer Center: together with Centro Hispano the Carbone Center is currently working on a series of workshops called Cancer Clear and Simple, a cultural sensitive training curriculum for Latinos.

6. Project Impact:

- a) Please describe the specific goals, objectives and intended measurable impact of this program/project. Impact statements can be expressed in bullet points and individually or neighborhood focused. (1000 characters)

Overarching Goal: To create a Wellness Program at Centro in the next two years.

Objectives: 1) To create a Network of community members with at least 6 seats during the first six months of this grant. 2) To train at least 3 Community Wellness Advocates (CWA) using train-the-trainer

approaches during the second half of the grant. 3) To have the CWA engage at least with 15 community members during the last 5 months. 4) To plan at least 6 community events at Centro Hispano gathering at least 50 community members during the last 5 months.

This program will utilize parts of the Whole Measures Evaluation Framework to measure impact. This framework posits that change is sustainable only when all people are involved in the process and take into account culture and tradition. Measures for assessing impact focus on specific themes: 1) Justice and fairness, 2) Community building, 3) Healthy habitat for people, 4) Being of service, 5) Stewardship, and 6) Power of story.

b) Please describe specifically how you will measure those impacts. (1000 characters)

Each of the measures will rely on a mix of quantitative and qualitative indicators:

1) Justice and fairness: Measured utilizing engagement surveys, monitoring of key partner engagement (captured through internal newsletter entries, social media entries), and the number of community connections created.

2) Community building: Captured through social isolation surveys and the number of events meant to engage the community.

3) Healthy habitat for people: such as the number and types of activities performed to increase community's knowledge about local food outlets.

4) Being of service: questionnaires that assess people's own independent involvement in community organizing and civic activities.

5) Stewardship: pre-post surveys to assess level of civic engagement and leadership

6) Power of story: through ethnographic notes of events and community engagement activities.

7. Proposed Timeline for Implementation:

Activity	Estimated Start and Completion Dates
Hire the Wellness Program Coordinator	05/2015-06/2015
Planning Phase (PP): Conduct strategic planning to create the foundations of the Wellness Program using the CWA framework	06/2015-12/2015
PP: Create the Community Members Network	08/2015-09/2015
PP: Community Members Network's training	06/2015-05/2016
PP: Assessing CWA programs	10/2015-12/2015
Implementation Phase (IP): recruit and train CWA and plan community activities	01/2016-06/2016

8. Funding:

a) What other funding have you sought and/or received to support this project? (500 characters each)

To date we have received on-going funding through a partnership with the Carbone Cancer Center as well as through a grant from the Marguerite Casey Foundation and funding from United Way. All three have allowed the start of grassroot activities around wellness at Centro - including health and wellness classes discussing cancer prevention and the development of a certified nursing assistant program based at Centro (CAMINOS). Recently Centro was awarded a competitive VISTA grant for this project.

b) Do you anticipate future funding needs from City sources associated with this proposal? Please describe. (500 characters each)

No - once we have programming in place we will be seeking additional sources of funding specifically targeting wellness. Depending on specific activities we may target specific City funding but will attempt to utilize results to first leverage additional funds.

c) Has your organization received funding from the City of Madison Community Development Division, City of Madison CDBG office, Community Services, the Emerging Opportunities Program or the former Emerging Neighborhoods Program in the last 5 years?

Yes No

9. Budget:

Summarize your project budget by estimated costs, revenue, and fund source.

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)	28,500	15,700	12,800	Existing Contracts
2. Fringe Benefits and Payroll Taxes	7,695	4,239	3,456	Existing Contracts
B. Program Costs				
1. Program supplies and equipment	1420	1420	0	
2. Office Supplies	500	500	0	
3. Transportation	500	500	0	
4. Other (explain)	3,000	3,000	0	
C. Space Costs				
5. Rent/Utilities/Telephone	1,000	1,000	0	
6. Other (explain):				
D. TOTAL (A + B + C)	42,615	26,359	16,256	

Explanation of "Other" expenses: (500 characters)

Stipends for the work of 3 Community Wellness Advocates.

10. Personnel Chart: Please list all paid staff that will be working on the proposed program/project.

Title of Staff Position	F.T.E.*	Proposed Hourly Wage*
Director of Adult Programs	0.2	\$21.63
Wellness Program Coordinator	0.50	\$15.00
Community Engagement Specialist	0.1	\$16.35
Centro Administrator	0.05	\$16.35
		\$
TOTAL	0.85	

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

****Note: All employees involved in programs receiving City of Madison funds must be paid the established Living Wage as required under City of Madison Ordinance 4.20. Effective January 1, 2015 – December 31, 2015, the Living Wage will be \$12.62 per hour.***

11. Fiscal Agent Relationship (if applicable): If applicant organization is not a 501c (3) this section must be completed. If applicant is a 501c (3) please skip to the Signature Page.

Fundamental expectations of the Fiscal Agent and Applicant relationship:

- The Fiscal Agent should read the this application and have confidence that the applicant agency will be able to successfully implement the proposed project or program.
- The Fiscal Agent will accept allocated funds from the City of Madison for the identified program or project and reimburse the applicant for expenses incurred performing the work of the contracted program.
- The Fiscal Agent and the applicant agency will decide who will provide and purchase the necessary insurance coverage for the identified program.
- The Fiscal Agent will ensure that the funded project or program is in compliance with City of Madison Purchase of Service Contract requirements, including but not limited to Living Wage requirements, Non Discrimination and Affirmative Action, and equal benefits protections.

Applicant is expected to provide the Fiscal Agent with the Fiscal Agent Commitment Form. Please indicate date and staff person that received this form.

Date:

Staff person:

Position:

Telephone Number:

-SIGNATURE PAGE-

1. Affirmative Action:

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an Affirmative Action Plan with the Department of Civil Rights. A model Affirmative Action Plan and instructions are available at <http://www.cityofmadison.com/dcr/aaplans.cfm>.

2. Living Wage Ordinance:

All employees involved in programs supported by City of Madison funds must be paid the established Living Wage as required under City of Madison Ordinance 4.20. Effective January 1, 2015 through December 31, 2015 the Living Wage will be **\$12.62** per hour. For more information on Living Wage requirements, go to <http://www.cityofmadison.com/finance/wage/>.

3. City of Madison Contracts:

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at (608) 266-6520.

If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

4. Signature:

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

Applicant Signature:

Enter Name: Karen M Coller

By entering your initials in the box,

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

Date: 03-20-15