



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:	Lussier Community Education Center (fiscal) & Goodman Community Center	Amount Requested:	\$74,984
Title of Proposal:	Neighborhood Organizing Project		
Contact Person:	Paul Terranova & Deenah Givens		
Address:	55 South Gammon Road (53717) & 149 Waubesa St (53704)	Telephone:	608-833-4979 x210 & 204-8038
E-Mail:	paul@LCECmadison.org and deenah@goodmancenter.org		
Is this Group a 501 (C) (3)?	Yes or No YES		
Name of Fiscal Agent (if Applicable):	N/A		
Fiscal Agent Contact Person:	N/A		
Project Description: (Approx. 20 Words)	The Neighborhood Organizer Project will support and develop the active leaders already at work in low income neighborhoods all over Madison.		

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.

The Goodman Community Center (GCC) and Lussier Community Education Center (LCEC) are applying to run the Neighborhood Organizing Project collaboratively. The LCEC will receive and administer the grant with other duties divided evenly. The LCEC and GCC have a long track record of collaborative programming. The project will build on the experience of each organization to engage community members in being agents of change through groups such as Women of Worthington, Women Rise Up and Grassroots Engagement Mentors.

The Goodman Community Center has been serving Madison for over 60 years. Founded in 1954 as the Atwood Community Center, GCC has grown steadily since, upgrading to our new facility in 2008. GCC now serves over 36,000 people per year with programming for all ages.

GCC's board, comprised of 15 members, brings a wealth of business, social service and non-profit experience. Executive Director, Becky Steinhoff, leads a staff of 65 fulltime and 40 part-time and seasonal staff with support from over 1300 volunteers per year.

The Lussier Community Education Center originated 35 years ago when low-income Wexford Ridge residents came together to create a neighborhood center in a vacant apartment on Madison's west side. The LCEC uses an organizing approach, providing people young and old a place to develop themselves, give back to the community, and take action to improve life in the area. In 2014 the LCEC worked with 4,133 individuals creating more than 7,300 hours of engagement.

The board of the LCEC includes strong low-income leadership, including four members actively involved in the neighborhood for over 10 years each, as well as individuals with non-profit, finance, and education expertise.

GCC's Assistant Program Director and the LCEC's Executive Director – the two lead staff on this project - have a combined total of over 50 years of experience in organizing, leadership development, and inspiring civic engagement in a variety of settings.

2. Project Description:

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

If you go to any neighborhood in Madison, you will find people taking action to make the neighborhood a better place. Often they work alone or nearly alone, and far too often they work without support, training, or mentorship. Madison's singular focus on low income people as "clients" in need of services has left too many talented neighborhood leaders to figure things out by trial and error.

The purpose of the Neighborhood Organizer Project is to support and develop the active leaders already at work in low income neighborhoods all over Madison. The Neighborhood Organizers Project will be a year long experience that provides grassroots neighborhood leaders in low income communities of color access to training, support, and a network of peers around the city.

At the end of the first year, leaders will have developed organizing skills, grown networks in their neighborhoods, developed peer relationships across the city, and moved local projects forward within their neighborhoods.

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)*

The Neighborhood Organizing Project will support and connect fifteen grassroots leaders already at work in low income neighborhoods around Madison. They will participate in monthly workshops that include training and peer support. They will have access to six Neighborhood Organizing Mentors, two part-time Staff Organizers, and the lead staff at GCC and LCEC. This project is scaled according to the resources available, and you will note parentheses throughout the proposal that describe what a fully developed effort might look like.

Neighborhood Organizers will be selected based on their community involvement and their interest in operating both as leaders (people who lead others) and organizers (people who develop and connect others as leaders). Candidates will commit to attending monthly workshops, completing follow up work and reflection between sessions, and moving projects forward in their own communities. Neighborhood Organizers will receive a \$1200 stipend (\$100/ month) for their participation. We will accept fifteen in the first year with the knowledge that the struggles of low income life in Madison tend to make attrition a significant factor. (A fully developed project would provide more significant stipends that support the work organizers do outside of workshops.)

Neighborhood Organizing Mentors will serve as resources and supports for Neighborhood Organizers. They will attend at least 4 of the workshop sessions, build relationships with Neighborhood Organizers, and make themselves available to support individual Neighborhood Organizers with technical assistance. Rather than being assigned to specific Neighborhood Organizers, Neighborhood Organizers will identify which Mentors to connect with, as true mentorship is chosen by the mentee, not the mentor. Mentors will commit to at least 40 hours of support over the course of the year and will receive \$1000 stipend. This contractual arrangement is critical to creating a level of seriousness and accountability. (A fully developed project would at least triple mentors' time so that each Neighborhood Organizer could access 4-6 hours a month of mentoring.)

Two Staff Organizers will coordinate the logistical implementation of workshops, work with Neighborhood Organizers in the field, and conduct their own organizing efforts where possible. These half-time organizers will work from the LCEC and GCC. They will work opportunistically – building relationships and assessing situations to identify where their support can move efforts forward. The Staff Organizers will be supervised by the GCC Assistant Program Director and the LCEC Executive Director. (Perhaps most significantly, a fully developed project would support pairs of full time staff organizers in each region of the city supporting grassroots efforts. Pairing organizers provides mutual support, increased capacity, and complementary skill sets and approaches to be able to most consistently and effectively support neighborhood efforts.)

The workshops will be designed to bring all participants (organizers, mentors, staff, guest speakers) together in an open learning, skill-building, and sharing environment. Each session will involve relationship building among participants, interactive introduction of skills/content, and opportunities for participants to “workshop” situations they are facing in their own communities. A basic premise of the model is that all participants have valuable knowledge and experience to contribute to the learning of the group.

The training of Neighborhood Organizers will be grounded in a model of relational organizing – the idea that the power to make change comes from people building networks of people that can accomplish more together than they could on their own. The initial workshops will focus on relationship building, power, leadership, understanding people's motivations, and a cycle of organizing. Building upon that base, trainings will bring in resources from a number of approaches to organizing including Asset Based Community Development.

As the group of Neighborhood Organizers develops, they will shape the content of the later workshops. Some of the areas identified as possible subject areas include: individual and group communication styles, conflict transformation, building coalitions, mindfulness and wellbeing, participatory decision-

making, emotional intelligence and diversity, public speaking skill development, strategic planning, assessment and evaluation, event planning, fundraising. A number of local leaders have already committed to offer pro bono trainings. (A fully developed project would fund some trainers, send organizers to existing trainings, and take organizers as a group to visit organizing projects in other cities.)

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

This question could tempt a grantee to claim that the impact of one year's work will create a structure of ongoing leadership and engagement that does not require further investment or attention. The social forces that push people apart and undermine effective leadership and organizing are strong and constant. The removal of Public Health staff from organizing roles in Madison neighborhoods and the attendant results are just one of many confirmations of this.

Attrition, life changes, and community changes constantly erode organizations. Consumer and service norms/cultures constantly undermine civic literacy and engagement. Sustainable leadership and engagement requires continuous development of new leaders, mutual support among organizers, sustainable living situations that allow organizers to dedicate themselves to building and rebuilding strong and effective groups.

With those significant caveats, the Neighborhood Organizing Project will seek to make long lasting impacts in three ways. First, at the individual level Neighborhood Organizers will end the year with a new set of skills they can apply to situations they encounter in their community work for years to come. Second, Neighborhood Organizers will develop a network of relationships with peers, mentors, and community resources to help sustain them in their efforts. Third, the LCEC and GCC are committed to running this project as a pilot and seeking future funding from the City and other organizations.

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

This project will help people to effectively and responsibly use their power to make life better in their communities - which often involves influencing local government decision-makers.

Grassroots leadership is fundamentally about supporting the community and working together to achieve common goals. While much of our society looks to those in positions of authority to solve problems, more individuals are realizing the need to take responsibility for the changes they want to see happen.

A critical part of the process of workshopping Neighborhood Organizers' own projects will be determining what changes they are looking for, who can make those changes, and how they influence such people to do so.

Some of the principles that will be stressed include

- Build relationships before you need them – Get to know decision-makers who you are likely to need to work with (and facilitate other leaders building those same relationships).
- Clearly identify who has the power to do what – Research which decision-makers could make the various decisions you hope for.
- Understand decision-makers' interests and relationships – Research what a decision-maker has advocated for in the past, who they work closely with, etc.
- See yourself and your network as agents of change who can make things happen.

Neighborhood Organizers will attend meetings of local government bodies to observe, learn, and/or engage around issues important to them.

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)

The Neighborhood Organizers Project will operate city-wide. The Neighborhood Organizers will be drawn from low income neighborhoods on the North, East, South, and West/Southwest sides of Madison. Some will come from neighborhoods where GCC and the LCEC already have relationships and involvement such as Worthington Park, Wexford Ridge, Kennedy Heights, and Theresa Terrace, and others will come from other low income neighborhoods in Madison.

The project is purposefully not selecting the specific neighborhoods in advance. The key to the success of the project will be recruiting a good mix of talented and active leaders with an inclination toward not just their own development, but the development of others as leaders and agents of change. The geographic focus areas will be built around the group of such candidates that emerges.

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)

Community based leadership is the key that enables neighborhoods to become a safe, vibrant and welcoming place for people and families to thrive. Developing that resident leadership is the core of this project, and the core of resident leaders' responsibility is authentic outreach and engagement.

In relational organizing, the key activity and building block is a form of outreach and engagement sometimes called relational meetings or conversations. These meetings or conversations can take different forms based on circumstance and culture, and they share the goals of building mutual understanding, relationship, and trust. Through these conversations, Neighborhood Organizers will learn what residents want to be engaged in and respond to that, rather than simply mobilizing around a pre-conceived notion of what a neighborhood needs.

In developing the Neighborhood Organizing Project GCC has already enlisted the help and consultation of Women Of Worthington, and the LCEC is building upon feedback and experience from the Grassroots Engagement Mentors (GEMs) project, a six month organizing training for a small group of women from west/southwest side. We will also engage these individuals (and use the natural community connections we've built over the years) to help identify Neighborhood Organizer candidates.

Neighborhood Organizers will also shape the content within the workshop process itself. They will help select the content of training components as mentioned in the Project Design above. They will take an asset based survey to help them identify their skills, areas of interest, and areas for learning/growth. Workshops will also be designed and facilitated to elicit the knowledge and experience of the group – both when teaching concepts and when workshoping situations faced by members.

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

The project will engage a diverse cohort of Neighborhood Organizers in co-creating this experience. Members will be asked at the beginning to share practices and principles that they have learned and appreciated in setting the culture and norms of the group. Additionally, the project will involve diverse community leaders in offering workshop trainings.

The workshops will be interactive and focused on conversation and discussion. When additional resources are provided, we will strive to have audio and video resources available as well as written resources. Access to online resources is be available at both centers

The project will utilize interpretation resources through relationships developed by GCC and some Spanish language ability of LCEC staff. That said, full participation in the Neighborhood Organizers cohort would probably require a level of spoken English language ability at this time. (A more fully developed/funded project could offer Spanish and Hmong language cohorts.)

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)

Virtually everything community centers do is accomplished through utilizing neighborhood assets, resources, potential partners and stakeholders. The Neighborhood Organizing Project is no different. This is built into the project on a number of levels.

The project will lean heavily upon the networks of relationships and partnerships developed over many years by GCC and the LCEC to identify potential Neighborhood Organizer candidates. Organizations like the Northside Planning Council and Centro Hispano have already agreed to help spread the word. Similarly Neighborhood Organizing Mentors are in and of themselves important assets/resources.

The Neighborhood Organizing Project is inherently “utilizing neighborhood assets” in that it will be nurturing and developing natural local leaders – every neighborhood’s most basic and powerful asset. It will also be training them to access neighborhood assets, resources, potential partners themselves.

The specific strategy here is to train grassroots organizers in a relational model of organizing. They will obviously use these skills to develop relationships within their neighborhoods and groups both to build their power and identify areas of shared interest upon which to take action. They will also be able to use these skills to map out potential allies and partners outside their neighborhoods, build relationships with those individuals (or individuals within organizations), assess the interests of those partners, and propose ways to work together that meet both their own interests and the interests of partners.

This will look different in each neighborhood based on the issues they tackle, the players involved, and the landscape of the neighborhood itself.

Lastly as mentioned previously, a number of local leaders already committed to offer pro bono trainings. These include Rev. Everett Mitchell, Dr. Floyd Rose, Barbara McKinney, Jan O'Neill, Julie Busse, Sara Finger, Gladis Benevides, Fabiola Hamdan, Karen Menedez Coller, and Worthington Park Neighborhood Association board members.

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)

The long term goal of this project – once fully developed and sustained - is to increase the number of strong and effective groups representing the interests of low income neighborhoods and people of color in the major decisions that shape life in Madison.

During the one year grant period, we expect the following impacts:

- Neighborhood Organizers will develop organizing skills and understanding of organizing methods.
- Neighborhood Organizers will grow their power to make change.
- Neighborhoods where Neighborhood Organizers are active will see local projects move forward

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

Impacts will be measured in the following ways:

- Neighborhood Organizers will develop organizing skills and understanding of organizing – Participants will complete pre- and post-test interactive activities that demonstrate understanding of how to implement organizing concepts. Neighborhood Organizers will attend meetings of local government bodies such as committees, Common Council or NRTs to observe, learn, and/or engage around issues important to them.

- Neighborhood Organizers will grow their power to make change – Power in this context is most basically the number of people one can mobilize. Both at the beginning and the end of the process participants will self-report very specifically the individuals in their networks of relationships (within their neighborhoods, with potential allies/partners, and with peers and mentors across the city) who they would trust to act if called upon to do so.

- Neighborhoods where Neighborhood Organizers are active will see local projects mov

7. Proposed Timeline for Implementation:

Activity	Estimated Start and Completion Dates
Hiring of Staff Organizers at LCEC and GCC, Recruitment of Neighborhood Organizing Mentors	May & June 2015
Recruitment & selection of Neighborhood Organizers	June & July 2015
Staff Organizers conduct individual relational meetings with Neighborhood Organizers and Mentors	July & August 2015
Kick-off gathering and workshop	September 2015
Neighborhood Organizing Project implementation – monthly workshops, support of local projects, research on issues of concern to organizers, etc.	October 2015 – August 2016
Graduation Celebration	September 2016

8. Funding:

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

As this is a pilot, we have not yet sought or received other funding for this project. We hope that the experience and results of this effort will facilitate further funding from other sources.

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

We hope that the City will grow its support for the development of authentic leadership and grassroots community engagement in making change in our city. If that is the case and this pilot proves successful, we would plan to seek support for this work in this future.

- 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)	\$37,329	\$37,329		

BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUES	SOURCE OF NON-City FUNDED PORTION
2. Fringe Benefits and Payroll Taxes	\$5,555	\$5,555		
B. Program Costs				
1. Program supplies and equipment	\$900		\$900	Fundraising
2. Office Supplies				
3. Transportation	\$600	\$600		
4. Other (explain)	\$24,000	\$24,000		
C. Space Costs				
5. Rent/Utilities/Telephone	\$11,300	\$7,500	\$3,800	Fundraising
6. Other (explain):				
D. TOTAL (A + B + C)	\$79,684	\$74,984	\$4,700*	

Explanation of "Other" expenses: (500 characters)

Other expenses are comprised of Neighborhood Organizer stipends (\$100/month x 12 months x 15 pp = \$18,000) and contracts with Neighborhood Organizing Mentors (6 mentors x \$1000 = \$6000)

Please also note that all indirect costs (space, insurance, telephone, postage, etc.) were placed in line 5

*NOTE: We did not try to quantify all of the in kind staff and volunteer time and resources that the LCEC & GCC will dedicate to this project.

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*
GCC Staff Organizer	.50	\$13.94
LCEC Staff Organizer	.50	\$13.94
GCC Assistant Program Director	.09	\$21.63
LCEC Executive Director	.08	\$25.27
		\$
TOTAL	1.17	

*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: Paul Terranova

By entering your initials in the box,

PT

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

Date: 3-20-15