



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:	Centro Hispano of Dane County	Amount Requested:	\$64,383.29
Title of Proposal:	The Fuerza (Strength) Project – Building Latino Leadership through the Community Wellness Worker Model		
Project Type	Leadership Development		
Project Description:	Community leadership programs often lack cultural competency. The Fuerza Project will engage with the Latino community in Madison through Centro Hispano's existing Community Wellness Worker Model (CWW) to design and implement a community-based leadership curriculum for Latinos in Madison. The goal will be for participants to seamlessly connect with programming at Centro while becoming active participants in informing leadership development and decision-making within the city of Madison.		
Contact Person:	Evelyn Cruz	Email	evelyn@micentro.org
Address:	810 West Badger Rd	Telephone:	608-442-4019
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	

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)
Centro Hispano of Dane County (Centro)'s vision is that Dane County will be a place where Latino families can aspire upward, to reach their personal goals and dreams because they feel engaged and strengthened with the tools for success. Centro is the largest social service provider for Latinos in the area (5,000+ client visits per year) with a 30+ year history. Our mission is determined by the needs and interests of the community, particularly the Southside of Madison where we are located. In 2014, in response to the need expressed within our community, Centro launched a comprehensive leadership and community engagement program targeting disengaged Latinos with funds seeded by the City of Madison. Our pilot cohort has since moved through the program and now work as community wellness workers (CWWs) and advocates in their neighborhoods while leading Centro's community engagement activities centering on food equity and social support for mothers and children.
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)
Overall, Centro Hispano serves an estimated 2,500 families per year however records show that this represents less than 5% of the overall Latino population in Dane County. The majority of our clients fit the profile of low-to moderate income, native Spanish speakers, mothers with children, a wide age range in the adult clients (18 to 65 years), and first-generation immigrants. Many come from the 53713 where we are located.

Centro city data shows that the percentage of economically disadvantaged young people in the area is also high: Badger (75.2%), Burr Oaks (90.9%), Malborough (91.5%), when compared to Madison on average (48.2%) and that median household incomes are low, Badger (\$ 39,882), Burr Oaks (\$ 27,162), Malborough (\$39,017), versus for Madison (\$53,958). Due to the increased outreach capacity and relevance provided through the CWWs we have increased the number of both adults and youth coming to Centro from within this area and from across the county.

3. Participant Recruitment and Accessibility Planning: (10 points)

- A. Describe your participant recruitment criteria and strategies. (1000 characters)

- 1) We will target the population of renters on the Southside. At least 60% of participants will be renters (n=20).
- 2) We will also target women in particular, and families where mothers are participants. Data suggests significant isolation for Latinas in Madison and Centro serving as a valuable connector for this group.

Strategies for recruitment will be threefold: We will recruit from our network of clients through social media, radio, and in-person recruitment at Centro Hispano. The Centro CWWs will be instrumental in recruiting from their networks while also targeting participants of current on-going wellness programming at Centro. Centro, with its organizational capacity and reputation, is able to leverage all its marketing, programmatic, and outreach abilities to support recruitment efforts on the broad scale, and the CWWs can recruit within the actual communities and neighborhoods they live in and of whom they are trusted members.

- 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)

The core heart-in-action of this project is the community wellness workers (CWWs), and Wellness Program staff, who are authentic leaders in the Latino community and bring their expertise, resourcefulness, and deep understanding of the lives of community members to their work - they truly understand the pulse of the community. The team understands that leadership development (inspiration), service (action), and organizational skills (structures) that are rooted in the deep understanding of the contextual, historical, and personal realities of people and societies are able to more authentically and ethically develop participatory approaches for social change. Hence, this proposal is strategically positioned for success within the Latino community because of 1) critical momentum- three years working with Latina women and families in areas of empowerment and health advocacy; 2) trust-building capacities- CWWs and staff resemble the target community, culturally and linguistically; 3) perception of safety in order to address the social discrimination,

isolation, and other outside pressures our community faces. These are the intangibles, often overlooked by organizers and funders, because they require deep understanding of the historical and cultural characteristics of communities living on the margins of the mainstream culture.

The proposed leadership curriculum will feed off participants in wellness activities at Centro so as to create a seamless connection between wellness and leadership development of the community we seek to engage. We recognize that for our community terms such leader, civic engagement, civic participation, etc. might not have a positive connotation due to historical social or political exclusion, low collective/cultural-esteem, and/or fear. As such, The Fuerza (Strength) Project – Building Latino Leadership through the Community Wellness Worker Model curriculum needs the support of the Wellness Program, Centro's infrastructure, and the CWWs leadership capacity to be successful. Aspects of literacy will be addressed by creating a bilingual curriculum in partnership with the CWWs and the Department of Educational Policy and Community Studies at UW-Milwaukee (UWM) with whom we have already agreed to partner in the development of a CWW certificate focused on leadership and advocacy. Childcare and transportation will be offered to participants who often have families or limited transportation so as to maximize their success.

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)

Leadership is an interesting concept, one that has multiple meanings to different people. Centro and the CWWs have come to understand that you become a leader first to yourself and then to others. This is because, only by knowing yourself, your intentions, and moral compass are you able to create programs, laws, initiatives that are congruent with your story and those who you lead. We know that leadership does not succeed alone, but in collaboration. "Wicked problems" require the critical minds of diverse backgrounds and cultural expertise. For example, social and health inequalities cannot be solved just by looking at access to health care or voting rights - it needs the monumental contribution of multiple fields of scholarship, policy makers, and communities. The Fuerza (Strength) Project – Building Latino Leadership through the Community Wellness Worker Model curriculum is being contextualized in six stages:

- 1) Pre-curriculum: engage in community assessment and conversations to decode the term leadership and its relationship with civic engagement from the perspective of our community. These conversations will serve as raw material for the curriculum and will be facilitated by the CWWs with previous coaching from academic, Centro's, and city staff.
- 2) Curriculum development: during this phase the team will work in develop the core components of the training, utilizing the raw material collected in phase 1 to construct a set of activities and classes using principles from Paulo Freire's popular education theory and other Latina women leadership's programs, while exploring the nuances of immigrant intersectionality within the local context and existing resources. During this phase professor Dr. Marie Sandy from UWM has agreed to provide academic assistance to ensure the curriculum meets the certification requirements imposed by the university in terms of content and length.
- 3) Community awareness of the Curriculum: this phase will have two parts-
 - a) The Introductory component: interactive adaptations of the curriculum will be added to the regular educational offerings at Centro during the winter and the summer. This will serve as a preview and to "perk" participants interest in the full curriculum.
 - b) The Broadband Component: outreach to a higher mass of Latina women will be performed by Centro's staff and the CWW, including short info sessions and one: one conversations about the training.

*Note: each of these components can happen simultaneously.

- 4) Curriculum implementation: ideally 3 CHWs and one Centro's staff will be able to facilitate a group of up to 8 people. Hence, at least four cohorts will be able to be trained during the summer (June-July) and fall (September-October). The exact duration of the training is not yet determined, but it will range from 25 to 40 hours, including the planning of the projects. Standard timeline will be 4 hours/week for eight weeks, extra time will be allocated to each cohort as needed. This because it is important to understand that the curriculum will

need to meet the needs and capabilities of a broad range of Spanish and English literacy, acculturation process, and sense of self-efficacy.

5) Seed projects will be completed within 2 months of the completion of each cohort and before the end of the 2019 grant period. Each seed project will be coached by staff and CWWs. City staff will be identified as prospective advisors or resources. We estimate a final written, oral, or visual report will be due by Friday September 28, 2019 for the summer cohorts and Friday December 28, 2019 for the Fall cohorts.

6) Program evaluation- will take a flexible approach with sequential surveys to the participants. Allocated times to look at the surveys and team observations will take place the month after the completion of each cohort.

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

The local Latino community is going through a period of unprecedented social stress and feelings of distrust are palpable. Governmental entities and processes are viewed as foreign and not fully committed with the well-being of Latinos in mind. For active participation, our community needs to understand and trust local governmental structure, political etiquette and navigation strategies. At the same time, government structures and departments must be prepared to serve non-English speakers and our immigrant community. Through proper intentional development of community leaders as outlined in this proposal, we can advance the pathway of participation for vocal, prepared, active members of the community into city and governmental processes. These participants will be strengthened with the tools to be able to properly engage/navigate, contribute/ inform local government about the needs of the community through an equitable process of bi-directional learning.

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)

The proposal highlights the importance of the development and nurturing of personal relationships and networks in successful community leadership development. Participants will be able to expand their knowledge about how the local government and non-profits function in the city and interact with city officials and leaders.

1) 'On the ground': collectively the CWWs have been working in outreach, engagement, and educational activities at Centro and the community. Their capacity to "take the temperature" of target participants is essential to successful recruitment and retention in the program.

2) 'Middle ground': program and Centro's staff will serve as intermediaries between the community and local resources. They will play the role of referring clients to the training, as well as providing specific assistance if needed (e.g. immigration, AODA, youth and career pathways services). In addition, staff is well versed on resources available in the city, aspect that will enhance the connections between participants and multiple organizations.

3) 'Above ground': Centro's relations and connections within the Mayor's office, multiple city departments, alders, advocacy and organizing groups in the city are also key resources to access governmental and leadership development opportunities (e.g. Dane County Food Council, Common Council, and Department of Planning + Community + Economic Development).

4) Academic resources: in partnership with the University of Madison-Milwaukee, Department of Educational Policy and Community we will strategically develop a training curriculum that applies community-based research to the context of our city. Participants will receive a certificate from UWM.

- 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)

As mentioned in question 4A, Centro's connections with leaders and government officials will help guide the development of the curriculum and match community interests with resources at the city level.

The Wellness Coordinator in close partnership with the CWWs will be leading the activities of the curriculum. The team past experience working with the Imagine Madison Initiative serves as baseline as how to engage community members with city structures. Our experience with city and community interactions with our community have taught us that getting people to attend the sessions is not the biggest challenge. The challenge rests in explaining the work of the city and why our Latino community's input and involvement in city government is relevant. This difficulty is logical because our community lives at the margins of society and do not see themselves as part of the broader system.

Activities aimed at bringing together community members with city government include:

- 1) Including city staff members expertise in curriculum planning/development phases of the project
- 2) Highlight the role of the nine neighborhood resources teams in operation in the city, as a feasible entry for community members to understand city organizational capacities and services. Again, City staff will be engaged to assist in the process of orienting and introducing NRTs to the participants.
- 3) During the summer and fall cohorts, workshop with selected/available alders and a tour to City Hall will be programmed.
- 4) For each cohort, a city staff will be invited to do a virtual tour of the city's website with participants and practice how to better connect with different departments.
- 5) Participants choosing to apply for a SEED funding, will be required to attend a city council meeting.

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
Recruitment of Focus Group Participants. Pre-curriculum development: community listening sessions	October 2018-December 2019
Curriculum development in collaboration with Dr. Sandy and city staff	January-Mid March 2019
Community awareness of the Curriculum: introductory and broadband components	March-May
Training and projects implementation (Summer-Fall cohorts)	June-October 2019
SEED project reports and Project Evaluation	September & December 2019

7. Funding: (10 points)

- A. What other funding do you anticipate pursuing in support of the proposed program? (500 characters)

We have applied to be part of the 2018 cohort for the Healthy WI Leadership Institute, as a team in partnership with the Latino Health Council. In addition, we have received funding from the Wisconsin Partnership Program, the Dane County Health Collaborative, and the Willy Street Co-op Reinvestment Fund for wellness activities at Centro . Support through this CBE grant will help to sustain and grow our efforts at leadership development, much needed to engage community in wellness at Centro.

- 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)	6,597.62	4,547.97	2,049.65	Wellness Program Budget
2. Fringe Benefits and Payroll Taxes	788.88	488.49	300.39	Wellness Program Budget
B. Program/Project Costs				
1. Program/Project supplies and equipment	2,363.99	2,363.99		
2. Office Supplies				
3. Transportation				
4. Other (<i>explain below</i>)				
C. Space Costs				
5. Rent/Utilities/Telephone	2,068.49	2,068.49		
6. Other (<i>explain below</i>)				
D. Special Costs				
7. Participant Stipends	2,808		2,808	Wellness Program Budget
8. Seed grants				
6. Other (<i>explain below</i>)				
D. TOTAL (A + B + C +D)	14,626.98	9,468.94	5,158.04	

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

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

The 2018 budget will be utilized for salaries/wages of key staff and stipends for CWWs to partake in the pre-curriculum development phase. We have also included funds for initial program/project costs.

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)	26,394.37	26,294.37		
2. Fringe Benefits and Payroll Taxes	3,155.50	3,155.50		
B. Program/Project Costs				
1. Program/Project supplies and equipment	2,363.99	2,363.99		
2. Office Supplies				
3. Transportation	1,000	1,000		
4. Other (<i>explain below</i>)				
C. Space Costs				
5. Rent/Utilities/Telephone	2,068.49	2,068.49		
6. Other (<i>explain below</i>)				
D. Special Costs				
7. Participant Stipends	11,532	11,532		
8. Seed grants	8,400	8,400		
6. Other (<i>explain below</i>)	5,000		5,000	Wellness Program Budget
D. TOTAL (A + B + C +D)	59,914.35	54,914.35	5,000	

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

There is a \$5,000 fee included which is the consultation payment for our partners at UWM. Dr. Marie Sandy will provide support during the planning phases of the project and with curriculum development. We anticipate each of the community participants in trainings at Centro Hispano will receive a certificate of completion through the UW-Milwaukee's School of Education, Department of Educational Policy and Community Studies, as a way to acknowledge and legitimize, knowledge & skills gained.

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

Funds from 2019 will be used for salary support of key staff, in particular our Wellness Program Manager as she will be responsible for a significant amount of planning, oversight and monitoring of outputs/outcomes for a successful project. The CBE project as outlined will complement on-going wellness work staff is already being funded for as part of their work at Centro. The budget will also be used to cover seed grant funding (2-3 projects/cohort for a total of 10 projects in 2019, funding will range from \$500 for individual proposals and \$800 for up to 3 team proposals with a total funding of \$8,400 for SEED projects) as well as stipend support for 6 Community Wellness Workers (CWWs) at \$13/hr in 2019. CWWs will be carrying out the on-going leadership training. We also requesting funding to cover participant transportation to Centro and much needed childcare averaging 40 hours per cohort/4 cohorts/\$13 per hour.

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*
Wellness Program Manager	0.50	\$17.49
Wellness Program Director	0.10	\$23.81
Deputy Director	0.05	\$31.25
		\$
		\$
TOTAL	0.65	

*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)

1. Create a partnership with community members, city staff, and university professors to develop a concise, clear, and cultural appropriate community-based 25-40 hours leadership curriculum.

B. Please describe your proposed program outcome measures. (2000 characters)

1. Recruit and train at least 40 new community leaders in areas of civic engagement, public speaking, and leadership development.
2. At least 75% of participants will complete 25-40 hours training (n=24)
3. At least 75% of participants completing trainign will apply for SEED funds (n=18)

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

- 1) Progress evaluations to assess skill levels and knowledge gain will be administered at five points: a) baseline, 2) session four, 3) end of training, and three months after the last session or during project presentations for those participants who received SEED funds.
- 2) Programmatic value-added information from training sessions (notes and record of lessons learned) will be collected. This material can be used for future programming and information useful to the city on how to improve its presence and services for the Latino community.
- 3) Program improvement will be determined by feedback collected from participants on a per-session basis
- 4) Comprehensive intake forms will enable collection of important demographic, social needs, assets, and household information from participants.
- 5) Attendance sign-in sheets will be used to track attendance and the number of CWWs who have participated in the project.

-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: Karen M Coller

Date: 7/19/2018

By entering your initials
in the box,

KMC

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