



The Shared Equity in Economic Development Fellowship

is a partnership between the National League of Cities and the Democracy at Work Institute that convenes and equips city leaders with tools, resources, and expertise to build equitable economies using democratic business ownership through a year-long program of leadership development, peer-to-peer learning, and strategy design support.



The mission of the Rose Center for Public Leadership is to empower leaders in the public sector to envision, build, and sustain successful 21st Century communities by providing access to information, best practices, peer networks, and other resources to foster creative, efficient, and sustainable land use practices.

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The Democracy at Work Institute expands democratic business ownership to communities most affected by social, economic and racial inequality, particularly low-wage workers, immigrants and communities of color.

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Mission and Boards

A partnership of non-profit organizations lead the SEED Fellowship:



National League of Cities

The National League of Cities (NLC) is dedicated to helping city leaders build better communities. Working in partnership with the 49 state municipal leagues, NLC serves as a resource to and an advocate for the more than 19,000 cities, villages, and towns it represents.



Democracy at Work Institute

The Democracy at Work Institute (DAWI) expands democratic business ownership to communities most affected by social, economic and racial inequality, particularly low-wage workers, immigrants and communities of color. Together with the US Federation of Worker Cooperatives, DAWI combines on-the-ground cooperative business expertise with a strategic view of the field in order to build strong cooperative businesses, leadership, and a movement base.

The SEED Fellowship is made possible with support of:



The Surdna Foundation

The Surdna Foundation seeks to foster sustainable communities in the United States -- communities guided by principles of social justice and distinguished by healthy environments, strong local economies, and thriving cultures.



W.K. Kellogg Foundation

The W.K. Kellogg Foundation (WKKF), founded in 1930 as an independent, private foundation by breakfast cereal pioneer, Will Keith Kellogg, is among the largest philanthropic foundations in the United States. The Kellogg Foundation is based in Battle Creek, Mich., and works throughout the United States and internationally, as well as with sovereign tribes. Special emphasis is paid to priority places where there are high concentrations of poverty and where children face significant barriers to success.

The SEED Fellowship training program is made possible with support from:



Citi Community Development

Citi Community Development (CCD) leads Citi's commitment to financial inclusion and economic empowerment for underserved individuals, families and communities across the U.S. Through innovative collaborations with municipalities, community groups and leading nonprofit organizations, CCD harnesses Citi's expertise, products and services to help expand opportunity for all.

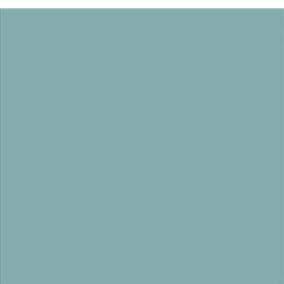
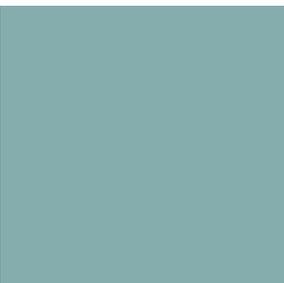
National League of Cities

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- Carlos Delgado**
Senior Associate, Washington D.C.
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Democracy at Work Institute

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- Shevanthi Daniel-Rabkin**
Conversions Co-Director, Seattle, WA
- Joe Marraffino**
Conversion Co-Director, Ithaca, NY
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Events Coordinator, Greensboro, NC



Fellowship Overview



Income and wealth inequality, exploitative working conditions and displacement are critical issues faced by communities across the country. These challenges require strategies that create both stable employment and access to opportunities for building assets. The Shared Equity in Economic Development Fellowship (SEED) encourages cities to develop strategies that create broad-based business ownership opportunities for low-wage workers, women, immigrants, people locked out of the job market, and communities of color.

Local governments have traditionally invested in the dual pathways of entrepreneurship and workforce development to address these issues. However, some cities are beginning to explore a combined approach that builds a pathway for employees to own their businesses to accomplish three goals: create access to stable employment, put productive assets into the hands of workers, and anchor critical assets in the community.

The Shared Equity in Economic Development Fellowship equips city leaders with the resources, tools, and technical assistance expertise to tackle these issues by creating and supporting pathways to democratic employee ownership for communities most affected by social and economic inequality. The Fellowship convenes economic and community development leaders from four U.S. cities for an annual program of leadership development, peer-to-peer learning, and strategy design support. After the year-long program, each city will have a locally-tailored shared ownership strategy and will have taken the initial steps of implementation.

The value of the program is the opportunity it provides for city leaders to work on a problem, seek advice from subject-matter experts, and develop recommendations without distraction. We are looking for individuals who can make the time to travel, prioritize work on their projects, and who want to learn and be challenged by subject matter experts and a community of their peers.

Cities are specifically invited to participate in the program and are selected using criteria that includes current initiatives in equitable economic development and/or employee ownership as well as participation and leadership in similar national learning and peer exchange cohorts. We are looking to invite a diverse cohort of cities that reflect a range of different sizes, regions, and community demographics.





Fellow Selection

The Fellowship team is comprised of: Two City Fellows, a Coordinating Fellow, and a Community Fellow. The Mayor or City Manager of each fellowship city selects two city leaders as City Fellows and a project manager to serve as the Coordinating Fellow. The Mayor or City Manager serves as an honorary fellow whose involvement includes selecting the city's fellowship team and project and hosting their city's peer exchange and technical assistance visit.

After the first retreat and once the team has defined a project scope for the program year, the team will select a local community leader to join them.

City Fellows

The Mayor or City Manager directly appoints two city leaders to participate in the program as City Fellows. We recommend that they are the leaders of city agencies, offices, and programs involved in economic development, community development, small business development, expansion, and retention, entrepreneurship, workforce development and retention, and equity policy. Ideally, one Fellow is a policy advisor in the Mayor's or City Manager's Office focusing on equity, economic development, and community development issues.

Coordinating Fellow

The Mayor or City Manager and City Fellows will select a Coordinating Fellow to round out the city team as its project manager. This person should be a mid-career professional working on relevant economic development policies and interested in a leadership development opportunity to see this work in practice. The Coordinating Fellow ensures that the team stays on track by convening the city's fellowship team between program events, serving as the point person with the SEED program staff, managing the team's project development and implementation plans, and coordinating the Fellows' travel plans for SEED events. The Coordinating Fellow will provide monthly updates to program staff on the team's progress.

Community Fellow

As the Mayor or City Manager appointed team begins to focus their project scope after the launch retreat, they must recruit one outside community leader to the team. This Community Fellow can be a leader of an economic development corporation (EDC), community development corporation (CDC), capital provider, technical assistance provider, employee-owned business, or other ecosystem partners. The Community Fellow advises, forms, and chairs an advisory board of community stakeholders to support the fellowship team in refining, developing, and implementing its project. This Fellow will participate in the host peer exchange visit, one other team's peer exchange visit, follow up technical assistance visits, and closing retreat as an equal member of the fellowship team.



Project Selection



For cities to address economic inequality, wealth disparities, and community displacement, they need additional tools that can build equitable and resilient prosperity in their communities.

Traditional economic development tools are at best blunt instruments for addressing inequalities, particularly for those most marginalized by existing economic policies including low income communities, recent immigrants, returning citizens, and communities of color. At worst, these tools can exacerbate the inequality that city leaders hope to remedy and cost the city its resources, capacity, and goodwill without substantive or sustainable positive impact.

Employee ownership of business is one approach for creating jobs with dignity and opportunities for wealth building. While some cities are beginning to explore and invest in employee ownership, the strategy is largely underrecognized within economic development practice despite its proven effectiveness.

This program responds to this need and the growing interest by equipping city leaders with the resources, tools, and technical assistance to tackle local challenges using democratic employee ownership as one vehicle for driving equitable economic outcomes.

Each city team will identify an economic and community development issue to focus on for the Fellowship year. Fellows will learn about the employee ownership form and development models and will work with community leaders, peer fellows, subject matter experts and community stakeholders in the fellowship to explore and design strategies that use this tool.

The selected project focus should include economic and community development issues about which the Mayor or City Manager:

- frequently discusses with her or his advisors
- is seeking an innovative approach to addressing
- wants to learn more about and compare best practices from other cities
- is willing to take a year to study

It should not be:

- so complex or outside the window of possibility that it would take more than a year to create a plausible approach and take at least initial steps on
- an issue of low priority

Possible topics include:

- Preservation of minority-owned legacy businesses and expansion of small business ownership through conversions to employee ownership
- Preservation of vital manufacturing sector(s) through conversions and workforce development partnerships
- Expand capital access, loan guarantees, and TA grants for employee-owned business development and conversions in growth sectors directly benefiting vulnerable and disadvantaged communities
- Set aside commercial space for employee-owned businesses in new and existing housing development projects
- Commercial corridor revitalization project that incentivizes local employee-owned business development through start up and conversions support
- Supplier diversity initiatives and procurement set asides for employee-owned small businesses

Once the city's project scope has been selected, we ask each city form a local **Advisory Group** of community stakeholders to support the fellowship team in refining and implementing its project scope.

From this Advisory Group, the city will recruit one community leader to the team as its **Community Fellow**. In addition to serving as a full Fellow on the team, this person helps coordinate and chairs the Advisory Group. The team should convene that Advisory Group at least once before their host peer exchange visit and at least once a quarter after that throughout the Fellowship program year.

The group should include key partners such as:

- Other city agencies and regional or nongovernmental economic development and community development agencies
- Neighborhood and community organizations and advocates
- Employee-owners of small business
- Local academic institutions, especially those with small business technical assistance, workforce development, and industry-focused technical assistance programs
- Community development financial institutions and local banks
- Merchant associations, chambers of commerce, and other business groups



Project Selection



Program + Schedule



The SEED Fellowship creates the space for city fellows to explore a problem and develop solutions to address them. The program also provides access to subject matter experts at retreats and panel exchange visits to support the city fellow teams in shaping and refining their projects. The fellowship aims to build a community of practice among fellows to share best practices and workshop ideas. In addition to the three in-person retreats and peer exchange visit, Fellows will have access to other NLC and DAWI events, to the tools and research capacity of both organizations, and to webinars featuring critical topics, recognized speakers, and organizations.

The Mayor of each city is invited to participate in the three Fellowship retreats if they are able. The two city Fellows will travel to each of the three retreats and themselves serve as a peer exchange panelist to another SEED Fellowship city to provide insight and support in

workshopping ideas. The Community Fellow will be selected after the launch retreat and will participate in the Mid-year and closing retreats, serve as a peer exchange panelist to another city's technical assistance visit, and will convene the local Advisory Group for their city's peer exchange and technical assistance visit.

The Coordinating Fellow will attend all three of the Fellowship retreats and will be invaluable in hosting the peer exchange visit in their city.

The SEED Fellowship covers all Fellows' travel, lodging, and meals to attend each of the events listed above. Additional participation such as a Fellow attending more than one other peer exchange visit is welcome but will be at the city or fellow's expense.

Opening Retreat

June 20-22, 2018 | Boston | 2 days

City Fellows and Coordinating Fellow attend

The teams will present a prospective project focus for team feedback and questions. Highlights include a welcome dinner, a demonstration tour, and guest speakers from the host city and community.

Peer Exchange and Technical Assistance Visit

September- December, 2018 | 4 days each

Each city selects a date to host one

Each City and Community Fellow travels to one other peer city's technical assistance visit. Three subject matter experts, three fellows from the other city teams, and the program staff will spend 4 days visiting each of the fellowship cities. These technical assistance visits include briefings from the host city fellows, interviews with city and community stakeholders, a tour of a study area (as necessary), best practice presentations from the host city, and a concluding presentation of initial recommendations generated by panel experts.

Mid-Year Retreat

February 6-8, 2019 | TBD | 2 days

City Fellows, Community Fellow, and Coordinating Fellow attend

Fellows offer a project update since their technical assistance visits and the opportunity for Fellows to provide feedback. The retreat will feature facilitated conversations to identify common observations and obstacles, demonstration tours, and also include guest speakers from the host city and community.

Webinars

September 2018- May 2019 | Dates TBD

All Fellows welcome

Outside experts in topics identified and selected by the SEED fellows conduct monthly webinars.

Follow-up Technical Assistance Visits

March 2019-May 2019 | 2 days each

Scheduled with each city; no fellows travel

If requested, SEED program staff will visit each of the cities for further technical assistance and support.

Closing Retreat

TBA: End of June | TBD | 2 days

City Fellows, Community Fellow, and Coordinating Fellow attend

Each city presents on their work over the year. Discussions include identifying innovations and obstacles to improve practice and next steps to address those.

Highlights include a welcome dinner, demonstration tours, and guest speakers from the host city and community.



Travel Reimbursement Policies

Air or Rail Expenses

- The Democracy at Work Institute (DAWI) will pay for air or rail fares for fellows to all program events.
- All participants should book their own travel and save their receipts for reimbursement. We cannot accept credit card statements as proof of receipt, an actual receipt is needed.
- We can only accommodate nonrefundable, coach class fares. If a participant wishes to travel in a higher class of service, DAWI will only reimburse the cost of the equivalent coach fare (this includes AMTRAK Acela service, which is business class).
- If a participant needs to travel to or from different destinations rather than round-trip, we will only reimburse the cost of the equivalent round-trip fare.
- If a ticket price exceeds \$600, please seek prior approval from DAWI's Events Coordinator before purchase.
- If you do not book your ticket at least 2 weeks prior to travel, you may not be reimbursed for more than \$600.
- If use of a personal vehicle is requested for travel, we cannot reimburse more than the cost of airfare to the same destination.

Ground Transportation

- While many events will be in walking distance of our hotel, DAWI will arrange for any transportation the group needs while on site.
- Rental cars are not reimbursed unless permission is granted in advance.
- DAWI will try to arrange taxi or car service to assist with travel to/from the airport. However, participants may have to take their own taxis or use public transit (if convenient and desired). Please save your receipts. We will help participants coordinate their transportation to reduce out-of-pocket-expenses.
- We will also reimburse for taxi service to or parking at your home airport. Please save your receipts.

Hotel Accommodations

- DAWI will book and pay for hotel rooms for the duration of all events.
- If your travel plans dictate an early arrival or a late departure, we will accommodate one extra night. Please seek prior approval from DAWI's Logistics Coordinator.
- If you wish to extend your stay (for instance, through a weekend), while we cannot pay for additional nights, we can try to arrange for the extra nights at our discounted group rate, pending availability.
- Hotel-related gratuities (such as for housekeeping, room service, bellhops or drivers) are covered by participants' per diem for meals and incidentals (described under meals section).
- DAWI will cover the cost of internet access in each participant's room if not included in room rate.
- We will book accommodations in a centrally-located business-class hotel with non-smoking rooms, a health club facility, and on-site bar and restaurant whenever possible.





Meals

- DAWI will organize and pay for most meals at our events. Please let us know of any dietary restrictions, though in most cases, menu alternatives will be available.
- Participants will be reimbursed for meals and incidental expenses (such as tips for hotel services) based on 50% of the US General Services Administration Per Diem rate schedule. The GSA has six per diem rate tiers depending on location. You can find them at www.gsa.gov, which includes a breakdown by meal.
- For the first day of travel only, participants will be reimbursed at 50% of the allowable maximum per diem. If our trip includes any group meals, those will be deducted from the allowable maximum per diem for the day of the group meal. DAWI expense reports will include the correct daily rates for reimbursement based on location and excluded meals. Participants will need to submit receipts to claim their per diem.
- We cannot reimburse an individual participant for more than the allowable per diem. If multiple participants eating together are on a single bill paid by only one participant, it is the responsibility of non-paying participants to reimburse the payee. DAWI will only reimburse each participant for their own per diem.

Other

- Please submit all reimbursement requests via e-mail within 14 days after an event. DAWI will send reimbursement checks within 30 days of receiving the expense report and documentation.
- DAWI cannot pay for entertainment, recreational fees or spa services, clothing, special equipment, or other items not listed.





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