

Organization Name: One City Schools, Inc.
Contact Person: Jessica Tormey
Address: 2012 Fisher Street, Madison, 53713
Telephone Number: (608) 347-2298
Email Address: jtormey@onecityschools.org
Federal EIN: 47-1490574
Legal Status 501(c)3

Will you present for 3-5 minutes at the March 14, 2:30-4:30 PM Early Childhood Care and Education Committee Meeting held in room 215 of the Madison Municipal Building, 215 Martin Luther King, Jr. Blvd., Madison, WI? YES

Organizational Capacity #1: One City Schools, Inc. is a developer and operator of high-quality educational opportunities for young children in South Madison. Our facility at 2012 Fisher St. is home to both the five-star rated One City Junior Preschool (currently serving children ages 1-4) and a public charter school, One City Senior Preschool (currently serves 4k and 5k, with first grade starting next year). In this proposal we will provide holistic context on the overall programming, operations and values of the overarching One City Schools organization; however, our request for funding through this RFP is solely for One City Junior Preschool.

Our mission is to prepare young children for success in school and life and ensure they are on track to succeed in a college and career preparatory program in high school. Our vision is a greater Madison community where all children are prepared to contribute and succeed as adults.

In 2015, One City opened a tuition-based preschool with six children in a South Madison neighborhood with sparse access to high quality early childhood education. In 2016, we moved to a newly renovated location three blocks away and expanded enrollment to 40 children ages 1 to 4. In 2017, we created new partnerships with UW-Madison and Edgewood College, fully operationalized our Families and Schools Together (FAST) program and achieved public charter school status. In 2018, we opened our tuition-free public charter school with 62 children in four- and five-year-old kindergarten (4K and 5K). We now serve a total of 91 children between our two schools.

Over the previous three years, our Junior Preschool set the foundation for our high-quality, year-round program. We are now also focused of mastering the challenges associated with implementing a year-round program that starts at age one and extends fully into elementary school. We are focused on three things: 1) educating parents and making them an integral part of their children's educational experiences, 2) setting extended hours and year-round schooling to meet the needs of our families where there are in work and in life, and; 3) providing an internationally-recognized curriculum, AnjiPlay, that will facilitate our 1-4-year-old children's growth and development through sophisticated practices, site-specific environments, unique materials and integrated technology.

Organizational Capacity #2: One City is in the heart of Madison's South Side, where there are very few options for childcare, and only one other five-star rated early learning center in the 53713-zip code (Head Start). As of February 1, 2019, 88% of our students are students of color and 82% of our charter school students (4k and 5k) are eligible for free and reduced-priced lunch. The results from three full years of operation of One City Junior Preschool have been very encouraging. In August 2017, 89 percent of our 4-year old students were ready for kindergarten. In August 2018, this figure jumped to 94 percent. Seeing our former Junior Preschool students thrive in kindergarten at One City and hearing about the success of our former students who are succeeding in other elementary schools as well, has validated the quality of the early childhood programming our Junior Preschool offers.

These promising returns are fundamentally propelled by the staff who lead this work (and our children's parents). In addition to having the top three members of our organization with significant experience (detailed more in question three), the instructional quality of our frontline staff is a priority. For example, each week our lead teachers engage in two hours of planning and professional development, including bi-weekly training with AnjiPlay's Chief Play Officer. Several of our teachers have also completed a two-week residency training in AnjiPlay in Anji, China and have participated in AnjiPlay conferences and workshops held in Madison and California. Other One City teachers will complete the residency training in China this summer, as well.

Additionally, the One City team is exceptionally diverse, with a Board of Directors and Leadership Team that is majority African-American and a staff that reflects the diversity of the children and community we serve. We believe philosophically in diverse representation, and have seen our students concretely benefit from it. Detailed racial, income and other demographic information on the students and families who are enrolled in our programming is available on pages 7 and 8.

Organizational Capacity #3: Kaleem Caire, CEO, is an accomplished trailblazer, social entrepreneur and national leader in K-12 education reform, economic and workforce development and community transformation. He is the founder and chief executive officer of One City Schools, a 21st century preschool and charter school aimed at eliminating the racial achievement gap at its core. Kaleem was born and raised in Madison and is a fifth generation Madsonian. He grew up on the very same block of Fisher Street where One City is located and attended Franklin Elementary (76-77), St. James School (77-84), Cherokee Middle (84-85) and West High Schools (85-89). He is also a 2000 graduate of University of Wisconsin-Madison with a bachelor's of science degree in education and holds a certificate in nonprofit management from Harvard Business School.

Marlo Mielke, Preschool Director, has more than 20 years of experience working with children including seven years as the owner and operator of a family childcare business and 10 years as a director of early childhood learning centers. Prior to One City, Marlo served as the director of Agape Christian Preschool in Mount Horeb, Wisconsin, an accredited nonprofit preschool that served 110 children, from August 2012 to June 2015. She has successfully led childcare centers through the rigorous National Association for the Education of Young Children (NAEYC) accreditation process and state childcare licensing. Marlo was raised on Madison's East side and is a 1990 graduate of Madison East High School. She attended preschool as a toddler in the same preschool facility where One City is currently located. She holds a Bachelor's degree in education with an emphasis on early childhood and special education from Edgewood College in Madison, and a Master's degree in School Administration from Oral Roberts University in Tulsa, Oklahoma.

Bryan Grau, Principal, has served as an assistant principal at Madison's La Follette High School, principal of Willow Glen Elementary School and assistant principal of Gunderson High School in San Jose, a social studies teacher at La Follette, a middle school teacher at Sherman Middle School, and a first-grade teacher and bilingual elementary teacher for grades 1 to 5 in Los Angeles. Grau is also the founder and developer of Nuestro Mundo, a dual-language immersion (Spanish/English) school that serves children in grades K-5 and also an architect of MMSD's popular district-wide Dual Language Immersion (DLI) Program. Grau was born and raised in Racine, Wisconsin. He earned his BS in social studies teaching, an MS in curriculum and instruction and multicultural and bilingual education from the University of Wisconsin-Madison. He also received an elementary teaching certificate from UW-Parkside, an English as a Second Language (ESL) certification from UW-Madison and his administrator's license from Edgewood College. Grau is currently enrolled in the Doctorate in Education program at Edgewood College.

Our founding CEO and founding Preschool Director are both African-American, and our commitment to diverse representation extends throughout the organization, as evident from the stats below.

- ☐ Students: 70% Black, 12% Latino, 15% White, 3% Asian, including 16% Multi-racial
- ☐ Staff: 31% Black, 53% White, 9% Asian, 6% Latino
- ☐ Leadership: 50% Black, 38% White, 13% Asian
- ☐ Current Board: 55% Black, 44% White

Organizational Capacity #4: One City relies on engaging a broad base of leaders starting with **One City families**. In addition to daily and weekly activity reports and our weekly classroom newsletter, One City hosts three parent teachers conferences every school year. There is a unique text messaging service where parents are communicated with at least weekly, with a 90 percent open rate. We know of no other school in Dane County that provides this frequency and level of communication.

One City parents also host a monthly parent meeting organized by a parent-led Parent Committee that is supported with a budget and staff support by our school. We frequently have 75+ people in attendance. We also have two parents serving on our Board of Directors, per our organization's bylaws. We solicit feedback through our Family and Community Initiatives Director, Marilyn Ruffin, who serves as our registrar and chief liaison and support provider to our parents.

Our partnership with **Families and Schools Together (FAST)** represents the first preschool program offered through FAST, an internationally renowned family engagement program currently available at approximately 10 low-income elementary schools in Madison and Milwaukee. We offer three cycles of FAST every year, each of which includes 20 hours of programming over 8 weeks on Thursday evenings. One City families enrolled in the program learn about key childhood development milestones, literacy and family learning strategies, and relationship building with their children. They also establish a network of support with other One City families and build a strong relationship with our school. FAST is a key component of what One City offers to families, and makes us truly unique in the early childhood community in Madison.

We actively engage with our **South Side community leaders**, ranging from the Alder in Bram's Neighborhood, businesses and nonprofit organizations near One City, and faith-based leaders who have great influence in South side and greater Madison community, particularly among African Americans. Two local Pastors have served on the One City Board.

We engage **other diverse groups** as well. We actively recruit students and teachers from Madison's diverse communities, including the Black, Latino, Asian, Native American and White communities in our city, and engage our children, families and staff in activities that support and involve these communities as well.

We also engage our **elected and appointed local and state officials**. Assemblyperson and State Senators, our city council and county board members, and State Superintendent of Public Instruction and Governor (both of whom have visited and think highly of One City). In fact, On January 15th at a speech hosted by the Wisconsin Technology Council, Governor Tony Evers called out One City for it's good work and critical reforms on behalf of children.

We have partnerships with **law enforcement and the fire department**. We proudly host our local police officer at our school who reads to our children in each of our classrooms every month and every summer our children participate in the Fire Department's Safety Town Initiative. Additionally, Noble Wray, a nationally-respected leader in law enforcement and the former Madison's Police Chief, is an active member of One City's Board.

We have worked with **City of Madison** in developing and operating our One City Junior Preschool, and we are the fortunate recipients of a Community Development Block Grant that allowed us to purchase our facility at 2012 Fisher Street.

One City aggressively uses **media** to keep our community informed via email, Facebook, and other social media to ensure our supporters are communicated to, often. This includes a broad base of 5,500 friends and more than 1,300 donors who have helped One City grow and meet our goals each year.

One City also works with **other preschools** to collaborate on ideas, and to develop broader strategy ideas. This includes Wood's Hollow, Woodland Montessori, Isthmus Montessori, and many smaller preschools who are at risk or who have closed. Most recently, we sought to support the students and families of Angel's Joy Learning Center, which closed late last December. We are working to engage all child care facilities in Madison more broadly so we can find opportunities to share best practices and engage our legislators in support of more funding for early childhood programming.

One City adapts its work to meet the needs of the community we serve. This is demonstrated broadly in the **extended day and year-round school year**. We have programming that goes from 6:45-8 for early drop off, programming from 8:15-5, and after care until 5:30 for every child. One City's programming is also year-round for 4K and 5K, the same as it is for our Junior Preschool. This structure supports the many families we serve who work hourly, lack work schedule flexibility or work several jobs. From an educational standpoint, our extended summer provides us with a great opportunity to use the outdoors as our classroom, and to engage more deeply in creative and investigative learning in our neighborhood and other special places in our community.

Organizational Capacity #5: One City was founded in response to the inequities within the local education landscape, many of which emerge during early childhood. The structure of our program and the services we provide are intended to meet families where they are, and serve as a model for how the Madison community can achieve racial justice in education. We work towards these ends through a wrap-around set of academic, economic and socioemotional supports for our students and families.

Our Junior Preschool uses the highly regarded Anji Play Curriculum as the core curricula for our preschool. Anji Play is a national standard for preschool education in China. It's built around five core values: **love, risk, joy, engagement and reflection**. It provides numerous materials that allow children to create their own play every day, thereby cultivating creative, thoughtful and innovative learners who create a new structure, or a new way to play, and build upon their innovations every day. One City was the first to implement this program in a preschool outside of Mainland China. Often times students of low-income and color are drilled on core literacy and math competencies at the expense of the self-directed learning experiences that more affluent students enjoy. We are proud to offer a curriculum that allows our students to individually discover themselves as learners, in addition to building core academic skills.

We have a dedicated Special Education Coordinator on staff who assesses students learning needs, collaborates with our teachers and parents, develops individual education plans, and oversees the provision of services to our students with special needs, which is a unique role to have on staff in the early childhood sector. Additionally, we subscribe to a no-expulsion philosophy and work with several students who have previously been asked to leave other preschools. We work with all parents to monitor their child's daily progress, and provide specialized interventions and support to children who require additional social-emotional reinforcement, support and structure. We have appropriately increased our staffing budget and now employ personnel in support positions to fully resource the full range of needs of all of our students.

Additionally, our school nurse works with students, staff and families to ensure that all health needs at One City are met, but also provide health education as appropriate. Our partnership with Access Community Health provides regular dental clinic services on-site at One City for our students during the school day; moreover, Access is able to serve as a one-stop shop for all the primary and behavioral health needs of our students, parents and staff alike. Access pairs each primary care physician with a mental

health professional to holistically support each patient. Though just recently formulated, this partnership has already benefited One City families.

Although One City does not provide transportation for children that attend our school, we are able to provide monthly bus passes to our most severely economically distressed families, including year-round passes for homeless families. The pick-up and drop-off required of parents allows us to interface on a daily basis with our families, and maintain regular touchpoints about not only their child's progress, but their needs as well.

And finally, our small size has allowed One City to individually support parents and guardians with the connections to the resources they need. As the former CEO of the Urban League of Greater Madison, our CEO Kaleem Caire continues to work with the Urban League to connect parents to job placement and training services. With the help of community partners like Access and ULGM, we meet parents where they are and provide assistance beyond the walls of the school.

Proposed Programs/Services #1: This proposal is for the purposes of direct provision of care. While we also provide before and after school care at the Senior Preschool, **our request for funding is for overall operation of the Junior Preschool program only, which currently serves students ages 1 to 4.**

Proposed Programs/Services #2: One City Junior Preschool is located in a neighborhood where most of the children perform below grade level in local elementary schools serving the area. According to the Madison Metropolitan School District's MAP (Measures of Academic Progress) scores of children attending their elementary schools during the 2016-17 school year, 1,726 of 2,082 Black children (83%) were reading below grade level. In the four elementary schools serving children residing in South Madison, fewer than 25% of students of color were reading at grade level in third, fourth and fifth grade combined on the state's Forward exam

Unfortunately, there is an early learning desert in South Madison that exacerbates these issues, and is a prerequisite to ensure the Black, Brown and low-income children receive an equitable education in our community. Only 34 percent of children residing in the 53713-zip code, which is commonly considered the heart of South Madison, attended an accredited, 5-star day care or preschool. In the specific neighborhood where One City is located (census tract 14.01), only 24% of the children attended an accredited, 5-star center (as of 2017).

Based on the market research we did as we lay the foundation to start One City, and in feedback we have subsequently received from our families, we believe our full-day program addresses an unmet need in the community. Before starting One City, we held two focus groups with parents of school-aged children. More than 40 parents attended. We also met with a third group of leaders and practitioners in early childhood and K-12 education, and a fourth group of leaders in business, philanthropy, government, human service and community development. More than 50 people attend the last two focus groups. All four meetings took place at Mount Zion Baptist Church in South Madison. Three major themes that emerged from these focus groups were:

1. High quality early education was outside the financial reach of many middle-income parents, and most parents with limited household incomes. We address this by having a robust tuition-assistance program that adjusts to the financial need of families who don't receive 'Wisconsin Shares' funding, but still struggle to pay full tuition.
2. Child care has not been an industry where providers are uniformly and comprehensively focused on ensuring children are prepared for school; the quality of early learning centers is very mixed. We address this by investing upfront in **high-quality curricula and teacher preparation**. Every single week, our lead teachers meet with the developers of the AnjiPlay curriculum for two hours of professional development to plan daily lesson plans and units, problem solve challenges in their classroom and fine-tune instructional delivery.

3. The Madison Metropolitan School District's 4K program needs to develop greater alignment with what children need to know and be able to do to be ready to succeed in elementary school, and, that their half-day program did not offer enough time or stability to help children truly get ready for kindergarten. Many parents have also talked about the difficulty of getting out of work early or having to work odd shifts in order to get their children to and from MMSD's half-day 4K program. Not only does our Junior Preschool offer care from 6:45 am till 5:30 pm, our public charter 4K program offers the same full-day program. We receive the same level of half-day funding as other 4K programs in the state, and offset these costs through fundraising. While our request to the City of Madison is for the Junior Preschool, our commitment to full-day 4K increases our overall fundraising need.

Between our focus groups that explicitly delved into these questions and from our parental feedback over the last four years, we know that our program expands access to a high-quality, 5-star accredited preschool programming for an under-resourced population of students and neighborhood. Moreover, we have taken on several students who have been previously expelled from multiple other preschools, and are committed to a **no-expulsion philosophy** at One City. We believe that with the appropriate set of wraparound supports and a two-generation approach, every child can be successful in school and life.

Put succinctly, our program is deeply aligned with all four goals in section 1.4 of the RFP.

Proposed Program/Services #3: Attached are demographics of our family population in 2018.

Junior Preschool only from January through August 2018.

Junior and Senior Preschool from September through December 2018.

Characteristics	Jan - Mar 2018	Apr - June 2018	July - Aug 2018	Sep - Dec 2018	2018 Total YTD
Income Level (Households)					
Greater than 80% Median	3	3	3	7	16
51% - 80% Median	4	4	4	29	45
30% - 50% Median	20	20	20	8	68
Less than 30% Median	13	12	11	33	69
Total # Households (Income)	40	39	38	79	198

Special Characteristics					
Female Headed Households	25	24	23	20 minimum	92+
Individuals with Disabilities	5	5	4	5	19

Race & Ethnicity (Individuals)					
<i>**Note regarding ethnicity:</i> Individuals may also self-identify as being of Hispanic/Latino origin, regardless of racial category selected below.	Hispanic/Latino Non Hispanic/Latino	Hispanic/Latino Non Hispanic/Latino	Hispanic/Latino Non Hispanic/Latino	Hispanic/Latino Non Hispanic/Latino	Hispanic/Latino Non Hispanic/Latino

White/Caucasian		1	9	1	9	1	9	7	11	10	38
Black/African American			25		24		23	2	52	2	124
Asian			2		2		2		2		8
American Indian/Alaskan Native											
Native Hawaiian/Pacific Islander											
Multi-race categories	Am. Indian/Alaskan Native & White/Caucasian										
	Asian & White/Caucasian										
	Black/African American & White/Caucasian		8		8		8		10		34
	Am. Indian/Alaskan Native & Black/African American										
Balance/Other Multi Racial			2		2		2		2		8
Total # Individuals Served (Race)		1	46	1	45	1	44	9	77	12	212

An additional measure: as estimated by the Department of Public Instruction, our Senior Preschool has an 82% Free-Reduced lunch eligibility rate for the 2018-2019 school year.

Proposed Program/Services #4: One City is committed to a diverse student body, staff, leadership, and community supporters. This begins with recruitment of families and their children. All of our promotional information demonstrates our diversity, an example of which can be found here: <https://www.youtube.com/watch?v=jPjdQSPK1nE>. Our recruitment efforts have been targeted through a varied set of avenues including social media, through radio advertisements, in community newspapers, and in the many features our local newspapers and television have done on our organization.

Our students and families represent the diversity of the South Madison community that we call home. As important, we fundamentally believe that staff, leadership and our Board of Directors ought to reflect the diversity of our student body. Below are some statistics that illustrate our commitment to representative decision-making at the adult levels of One City.

- ☐ **Students:** 70% Black, 12% Latino, 15% White, 3% Asian, including 16% Multi-racial
- ☐ **Staff:** 31% Black, 53% White, 9% Asian, 6% Latino
- ☐ **Leadership:** 50% Black, 38% White, 13% Asian
- ☐ **Current Board:** 55% Black, 44% White

Proposed Program/Services #5: One City was founded and has been in operation since 2015. Both our Junior Preschool (ages 1-4) and our Senior Preschool (4K and 5K, public charter school) currently operate year-round on a daily basis from 8:15 am to 5:00 pm. Additionally, in order to accommodate the flexibility some of our families need, before and after school care are available starting at 6:45 am and ending at 5:30 pm. Next school year, we will rebrand our Senior Preschool as One City Expeditionary School and serve up to 1st grade. We are unique amongst public schools in offering an extended school day and school year. However, the money for which we are requesting funding is our Junior Preschool, a private early childcare center.

Proposed Program/Services #6: Not applicable

Measurement of Success #1: One City is uniquely positioned to change the dynamic and coalitions between early service providers so that we see academic and life improvement of all our children, citywide. Our goal is to create a city and state, where child care is free for all families, which would

support all child care facilities. To achieve this goal, it will require all child care facilities united behind a goal. With additional financial support from the city, our goal can turn from solely resourcing our facility to being able to reach out more broadly to the Madison child care community. Additionally, we know that all children must be served, and that especially means children with barriers to success. For example, in December 2018, One City began a new partnership with Access Community Health to begin providing services – both mental and physical -- to families in need. With five locations, free and reduced cost services, and a healthy smiles program, Access can serve as a home base to many families who are transient. One City is now the first child care facility to be served by Access. We aim to help all of our child care facilities partner in this pro-health idea, improving the lives of our children and their families in the Madison area.

One City already serves children who have been expelled from other facilities and has a no-expulsion philosophy. This is critical if we are to have an impact for our children, especially for our African American children who are overwhelmingly disproportionately suspended from K-12 schools in Madison and elsewhere. We provide services, involve parents, create plans for teachers, and every single strategy we can employ so that our children aren't labeled a problem simply because of the environment with which that came.

Finally, One City is working to create a top-notch team of teachers who represent the students they teach, are trained to lead with love, and are supported by a strong network within One City. This includes competitive pay, a problem for all early childhood providers, and a commitment to professional development, including on-site training in Anji, China, of which seven of our early childcare providers have already experienced. We are hoping to use our model or strong support for teachers (along with more state resources) as a way to reduce turnover among all Madison's child care facilities.

All of these system level indicators are evolving because we are so new; however, we are making the case to business and government leaders that it is a matter of our future economic success. No matter how hard Wisconsin tries to demonstrate leadership among the nation, it will never be able to so long as Wisconsin is labeled the most segregated state in the nation. Wisconsin's future depends on our intervention and innovation today.

Measurement of Success #2: We believe that our program addresses all three population level indicators. On page 6 and 7 of this proposal, we provided in-depth information about how One City expands access to high-quality programming for diverse populations within a currently underserved neighborhood in the early childhood sector in Madison.

Here, we will focus on the last two population indicators: increased access and availability of supports to programs who seek to serve children with high barriers to success and increased number of children who are meeting developmental milestones and who are prepared to enter school socially, emotionally and academically.

A. Facilitate Healthy Development During Early Child

One City is uncompromising in its focus on social, emotional, cognitive and educational development among young children. We utilize developmentally-appropriate curricula to support learning. In August 2017, 89% of children enrolled in our 4K program entered school kindergarten-ready. In August 2018, 94% of our children entered school kindergarten-ready. This readiness measure is based on the Teaching Strategies GOLD Assessment, which measures readiness along several dimensions including cognitive, math, socioemotional, literacy, physical, etc. We strongly believe that a strong curriculum that is on the cutting edge of preschool will help prepare and position our children for lifelong success.

Additionally, by virtue of offering an elementary program we are able to analyze how students who have previously been enrolled in One City Junior Preschool fare once arriving in kindergarten. This year, our kindergarten cohort has provided firsthand evidence of the efficacy of our Junior Preschool program. On the PALS Literacy screener, 75% of students previously enrolled at One City Junior Preschool met the Fall readiness benchmark, as opposed to only 50% of students who started with One City only in Kindergarten.

B. Increased Supports to Children and Families

Two Generation Preschool Model: Children aren't the only ones who enroll in One City, parents do as well. Longitudinal research has identified family engagement as one of the most significant contributors to school completion and success. The One City FAST Partnership, which One City works in collaboration with the organization Families and Schools Together on, will help decrease the achievement gap in South Madison through evidence-based learning and parenting techniques, as well as by building social capital among residents of the entire school community. FAST promotes child well-being by decreasing parental stress and family conflict and increasing family cohesion. The One City FAST Partnership aims to strengthen families, empower parents, and increase school readiness among participating children.

The One City FAST multilevel intervention will help to decrease the achievement gap, not only through evidence-based learning and parenting techniques, but by building social capital among residents of the entire school community. Families & Schools Together and One City will ensure an effective implementation of FAST, which uses evidence-based family strengthening activities to improve child behavior and socio-emotional development.

Community Health Partnerships: Many of our children and parents have unmet physical or behavioral health needs. Our partnership with Access Community Health Access allows families to access a one-stop shop for all their primary and behavioral health needs. Access is now regularly present in our building to share information with families, facilitate enrollment to receive services, and more. Access pairs each primary care physician with a mental health professional to holistically support each patient. Additionally, Access provides regular dental clinic services on-site at One City for our students during the school day. Poor dental health is often a precursor to larger health issues, and this service is critical for our students.

Healthy Meals Program: We began our Healthy Meals Program immediately when our school opened in September 2015. Through this program, our children eat a healthy prepared breakfast, lunch and snack every day. All meals are prepared fresh on-site by our full-time chef. Our Executive Chef, Barbara Wrights, develops our menus monthly, and ensure that our children are fed a healthy balanced diet every day.

Why the emphasis on healthy food? The nutritional quality of our diet affects our wellbeing throughout our lives, but it has an even greater impact on children whose bodies and minds are still growing. Studies by neuroscientists have found that low-quality nutrition during childhood can be detrimental to the development of cognitive capabilities, such as learning, problem solving and memorizing. Early malnourishment can lead to deficiencies in vision, fine motors skills, language and social skills as well as an array of chronic illnesses lasting well into adulthood. Unfortunately, the crucial role nutrition plays for developmental, cognitive and behavioral outcomes in life's early stages is often not well understood and appropriately acted upon by schools and parents.

One City's daily menu includes a combination of fruits, vegetables, grains and proteins. Our children eat their lunch, breakfast and snack on The Plate designed by the United States Department of Agriculture and former First Lady Michele Obama. The Plate replaced the Food Pyramid. Our children are taught daily what good food is using The Plate and the USDAs curriculum for young children. We do not use canned goods, boxed frozen goods, or any foods containing high fructose corn syrup or refined sugars at One City. All of our food is delivered fresh and is stored in our freezers and refrigerators on-site. Our aim

is to ensure that our children are eating a healthy, balanced diet daily, that their palates adjust to eating healthy food, and that they are able to develop healthy bodies and strong minds by not eating high fat, high carbohydrate foods that are not good for them, and that turn off learning. Our school's Healthy Meals Program was featured on the local news in December 2016:

http://www.channel3000.com/health/one-city-early-learning-centers-introduce-kids-to-healthy-eating_20161215100259710/213735893.

Measurement of Success #3: Teachers in our Junior Preschool and Senior Preschool perform three checkpoints a year of the Teaching Strategies GOLD Assessment for each student. The assessment is based on the 38 objectives for Development and Learning that are aligned with Wisconsin's Model Early Learning Standards. These objectives constitute a holistic assessment of the child, breaking down into six categories: Socio-Emotional, Physical, Language, Cognitive, Math and Literacy.

Additionally, our 4K and 5K students are assessed using the PALS Literacy Screener in order to obtain a more granular picture of each child's specific literacy strengths and weaknesses, as well as provide a point of comparison to MMSD. By having an elementary program, we are able to assess how students do when prepared by our Junior Preschool versus other programs prior to elementary school.

The following benchmarks have been set for our Senior Preschool in coordination with the Department of Public Instruction:

- 1) Performance Measure: 85% of OCSPs kindergartners who have been enrolled in the school for two years (completed 4K and 5K with One City) will meet readiness expectations for first grade in literacy, language, mathematics, and cognitive, social-emotional and physical development on the Teaching Strategies GOLD Assessment.
- 2) Performance Measure: 60% of OCSPs children who have been enrolled in One City for one year only will meet readiness expectations skill levels in literacy, language, mathematics, and cognitive, social-emotional and physical development on the Teaching Strategies GOLD Assessment as they move on to first grade.
- 3) 85% of One City's children will demonstrate readiness for kindergarten on the PALS assessment administered by the Wisconsin Department of Public Instruction through local school districts. We will use PALS only to determine how our children are developing in comparison to children attending 4K and 5K in the Madison Metropolitan School District.

Early Childhood Funding RFP Total Budget

Name of Agency: One City Schools
Name of Proposal:

Instructions

Complete the table below by filling in the yellow cells. Formulas within this spreadsheet will autofill into the white Total Revenue cells.

Proposals for a Single Program/Service: If you are proposing one program, for example, direct child care programming at a single location, you will only need to fill in columns B and C.

Proposals for Multiple Programs/Services: If you are proposing to include multiple methods of services or programs, for example, on-site child care programming and separately provide consultation services for other programs, two proposals (each with a separate budget) should be submitted separately. If you are proposing to do the same service at multiple locations, for example, child care at two different locations, one proposal and budget may be submitted. In this case, use columns C, D and E below to delineate the budget for each program within your proposal. You may insert more columns, if needed.

Please contact Coral Manning (cmanning@cityofmadison.com) for any questions about clarifications regarding joint or singular proposals.

Revenue Source	Agency 2020 Total	Program A	Program B	Program C
Dane County	\$ -	\$ -	\$ -	\$ -
United Way of Dane County	\$ -	\$ -	\$ -	\$ -
City of Madison-This program	\$ 100,000.00	\$ 100,000.00	\$ -	\$ -
City of Madison-Other Funding	\$ -	\$ -	\$ -	\$ -
Other Government*	\$ 825,267.00	\$ 21,129.00	\$ -	\$ -
Fundraising/Donations**	\$ 729,756.00	\$ 117,925.00	\$ -	\$ -
User Fee	\$ 549,981.00	\$ 353,599.00	\$ -	\$ -
Total Revenue	\$ 2,205,004.00	\$ 592,653.00	\$ -	\$ -

*Other Government: includes all federal and state funds, as well as funds from other counties (outside Dane County), other cities, villages or townships

**Fundraising: includes funds received from foundations, corporations, churches and individuals, as well as those raised from fundraising events

\$10,000+ Donors with Support toward One City Junior Preschool Donors in 2018-2019 alone include:

- 100 Men of Dane County
- CUNA Mutual
- Evjue Foundation
- Marguerite Casey Foundation
- SVA Consulting
- Rotary Foundation of Madison
- UW Health
- Remnebohm Foundation
- Blackhawk Free Church

Early Childhood Funding RFP Program Budget Breakout

Name of Agency:

Instructions

Complete the table below by filling in the yellow cells. Formulas within this spreadsheet will autofill into the white Total Revenue cells.

Proposals for a Single Program/Service: If you are proposing one program, for example, direct child care programming at a single location, you will only need to fill in columns B, C and D.

Proposals for Multiple Programs/Services: If you are proposing to include multiple methods of services or programs, for example, on-site child care programming and separately provide consultation services for other programs, two proposals (each with a separate budget) should be submitted separately. If you are proposing to do the same service at multiple locations, for example, child care at two different locations, one proposal and budget may be submitted. In this case, use columns C, D and E below to delineate the budget for each program within your proposal. You may insert more columns, if needed.

Please contact Coral Manning (cmanning@cityofmadison.com) for any questions about clarifications regarding joint or singular proposals.

Account Category	Agency 2020	Program A Budget	Program A City Request	Program B Budget	Program B City Request	Program C Budget	Program C City Request	Total City Request
A. Personnel		Junior Preschool						
	Salary	\$ 1,097,240.00	\$ 284,379.00	\$ 73,000.00				\$ 73,000.00
	Taxes/Benefits	\$ 366,715.00	\$ 66,462.00	\$ 22,000.00	\$ -	\$ -	\$ -	\$ 22,000.00
	Subtotal	\$ 1,463,955.00	\$ 350,841.00	\$ 95,000.00	\$ -	\$ -	\$ -	\$ 95,000.00
B. Other Operating	Insurance	\$ 13,246.00	\$ 4,000.00	\$ 2,000.00	\$ -	\$ -	\$ -	\$ 2,000.00
	Professional Fees/Audit	\$ 85,833.00	\$ 21,515.00	\$ 15,000.00	\$ -	\$ -	\$ -	\$ 15,000.00
	Postage/Office & Program	\$ 7,300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Supplies/Printing/Photocopy	\$ 87,010.00	\$ 21,399.00	\$ 20,000.00	\$ -	\$ -	\$ -	\$ 20,000.00
	Equipment/Furnishings/Dep.	\$ 20,515.00	\$ 3,395.00	\$ 3,000.00	\$ -	\$ -	\$ -	\$ 3,000.00
	Telecommunications	\$ 8,400.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Training/Conferences	\$ 149,058.00	\$ 24,240.00	\$ 20,000.00	\$ -	\$ -	\$ -	\$ 20,000.00
	Food/Household Supplies	\$ 93,990.00	\$ 28,644.00	\$ 25,000.00	\$ -	\$ -	\$ -	\$ 25,000.00
	Travel	\$ 13,230.00	\$ 1,680.00	\$ -	\$ -	\$ -	\$ -	\$ -
	Vehicle Costs/Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other*	\$ 57,957.00	\$ 12,739.00	\$ -	\$ -	\$ -	\$ -	\$ -
	Subtotal	\$ 536,479.00	\$ 117,612.00	\$ 85,000.00	\$ -	\$ -	\$ -	\$ 85,000.00
B. Space	Rent/Utilities/Maintenance	\$ 33,100.00	\$ 10,200.00	\$ 5,000.00	\$ -	\$ -	\$ -	\$ 5,000.00
	Mortgage Principal/Interest	\$ 19,200.00	\$ 19,200.00	\$ -	\$ -	\$ -	\$ -	\$ -
	Depreciation/Taxes	\$ 94,800.00	\$ 94,800.00	\$ -	\$ -	\$ -	\$ -	\$ -
	Subtotal	\$ 147,100.00	\$ 124,200.00	\$ 5,000.00	\$ -	\$ -	\$ -	\$ 5,000.00
D. Special Costs	Assistance to Individuals	\$ 2,400.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Payment to Affiliate Orgs.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Service/Program Subcontrs.	\$ 55,070.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Subtotal	\$ 57,470.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ 2,205,004.00	\$ 592,653.00	\$ 185,000.00	\$ -	\$ -	\$ -	\$ 185,000.00

*If costs are included in Other rows, please provide an explanation of those costs below:

Other Operating: marketing, community outreach, parental engagement, contracted facility services, misc. student costs

Other Special Costs: