

Community Development Division Funding Process Study

Presentation to Common Council

May 19, 2015



FORWARD *community investments*



Funding Process Study of Community Development Division (CDD)

- * The landscape of poverty and well-being in Madison has changed dramatically. In response to these changes, the City of Madison supported an effort to find new ways to improve its funding efforts and outcomes through CDD.
- * Forward Community Investments was selected through an open RFP process to facilitate this study through the following three phases:



Funding Process Study Phases

Phase 1: Discovery

- Gather information from stakeholder to inform policy goals and objectives for city investments
- June 2014 through November 2014

Phase 2: Design

- Develop a theory of change to guide new allocation process
- November 2014 through March 2015

Phase 3: Implementation

- Following process design, facilitate support and assistance to guide implementation
- March 2015 through December 2015

Findings from Discovery phase

Four key themes emerged:

1. Change is necessary to make enduring impact,
2. CDD can take the first step by defining it's desired goals and agenda,
3. The scope of challenges requires a coordinated effort beyond just the Division,
4. There is a broad level of excitement to be involved in and support this effort.

Common challenges were identified, including:

- * Scope of funding is broad and diverse, but goals are addressed through individual programs, which discourages collaboration.
- * Community engagement is limited, and not focused on needs or impact.
- * Process does not support innovation or capacity building



Desired changes will support systems thinking, collaboration, and capacity building

- * Focusing on the root causes of community challenges.
- * Collaborative solutions to Madison's collective problems.
- * Building the capacity of the community.



Overview of Recommendations

Theme	Recommendation
CDD Strategy	1. Clarify mission and vision
Funding Process	2. Design for equitable involvement and inclusion
	3. Establish closer funding partnerships
	4. Revise staff and committee roles
	5. Apply process improvements
Critical Characteristics and Guiding Values for CDD Activity	6. Focus on systems-level change
	7. Foster collaboration
	8. Increase effectiveness by building capacity
Implementation and Transition	9. Create efficiencies and reduce barriers
	10. Utilize multiphase planning

The primary focus of the process (so far) has been to clarify the mission and vision of CDD itself

- * Historically, CDD has been loosely organized in silos of activity*; each with its own approach to service.
- * Moving forward, CDD will move towards becoming more integrated, internally. The anticipated benefit of this shift will be an increased capacity to address community needs at the system-level.
- * Beyond integration, the focus of the mission and vision is evaluated in context of the impact on poverty, racial equity, and social justice in Madison. This lens will be applied to all activities, policies, and decisions.
- * Lastly, CDD has affirmed its focus constituents and identified the roles CDD will pursue to realize these changes.



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*Organized as community development, community services, child care, senior adult services

Next Steps

Additional community conversations will be held to discuss specific recommendations in more detail

- * Community conversations (at existing community events and/or in unique conversations) about the recommendations

Multi-disciplinary Implementation teams will be formed to advance recommendations

- * Teams will advance efforts related to staff engagement and integration, process improvement, intra-city collaboration, equity and inclusivity, community engagement, and pilot innovation

2015 funding processes will introduce new approaches to service and funding

- (1) Impact on poverty, racial equity and social justice
- (2) Effective collaboration
- (3) Community engagement
- (4) Capacity building
- (5) Measureable impact