

MEMORANDUM

To: City of Madison, Office of Community Services Staff and Community Services Committee

From: Casey Behrend, Youth Services of Southern Wisconsin

Date: October 19, 2009

Re: Suggestions for Determining 2011-2012 Funding Priorities

The suggestions provided below are not intended to be critical of past or current practice related to establishing priorities or selecting programs to be funded.

Suggestions for Determining Funding Priorities

- Identify macro-level long-term goals/objectives for OCS and fund services that support achieving these goals and objectives
- Gather information related to community needs from as many sources as possible including service providers, service recipients, the general public, the Common Council, the Community Services Committee, the United Way of Dane County, and the Dane County Department of Human Services
- Consider which services will have the most broad-reaching impact (i.e. impact the most people; have the greatest opportunity to make a lasting change in the community)
- Give consideration to funding those services that will complement the services, and support the goals/objectives, of other Departments within the City
- Consider individual and community safety factors
- Give priority to funding those services where research supports achievement of desired outcomes
- Consider providing funding for services at each priority level within each program area; or, eliminate the opportunity for funding lower and/or intermediate level services

Suggestions for Selecting Which Programs to Fund after Proposals are Received

- Determine effectiveness (consistently achieving desired outcomes) of the program being considered for funding
- Review the cost-efficiency of each program being considered for funding especially for those services where more than one proposal is received
- In those service areas where best practice standards have been established, consider funding only those programs utilizing these best practices

“I don’t know the key to success, but the key to failure is trying to please everybody.”

Bill Cosby

Recommendations for Additional Revisions to October 8 draft of OCS Goals and Priorities for 2011-2012

Neighborhoods Category

From Tim Carlisle, Northside Planning Council Lead Organizer

PRIORITIES

1. Make the two category priorities (currently A1/B1) of equal priority – A1, A2.

Rationale: Many neighborhoods, including many low income/challenged neighborhoods, are not served by a neighborhood center. If a good proposal that responded to a high priority need in a neighborhood without a center, that proposal could not be considered for funding until all proposals from neighborhood centers, even those that were for a lower priority function or a better served population or neighborhood, were funded. Having equal priority means that the best proposals that serve the neighborhoods most in need of support could be funded regardless of whether the program/service/effort was housed in or provided by a neighborhood center.

2. Establish clear criteria for prioritizing and funding proposals (this may apply to other funding categories as well). Three criteria I would suggest are:

1. Relative priority for use of City funds in responding to community needs (as established by the commission through periodic needs assessment and input from providers, elected officials, and broader community).
2. Quality of the proposal in describing and documenting how the proposed solution will respond to community needs (as determined by staff review and other information sources like “best practices”)
3. Effectiveness of the program/organization in achieving outcomes in the past, or for new programs, the demonstrated capacity of the applicant organization to effectively respond to related needs (as determined by staff review and other information sources such as other funders, certification bodies, etc).

Rationale: In the past, priorities have not always been followed in funding decisions, and/or a poor proposal or ineffective organization in a high priority area might be funded over a good proposal by an effective organization in a low priority area. Many people would, I think, support moving funds between funding priorities or even between categories if clear criteria were established and followed.

Language Suggestions by Tom Solyst 10/22/09

Children & Families

High Priority:

A1.

Provide culturally specific access to education and resources for low-income parents/guardians to raise successful healthy children

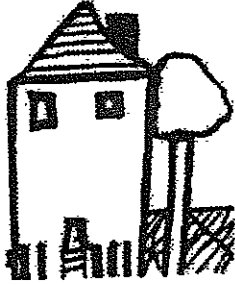
Provide for the availability of culturally specific affordable, stable, quality child care.

Youth

High Priority:

A1.

Provide low-income middle school youth access to culturally specific programs that complement in-school learning and development during non-school hour.



the Respite Center

24-hour crisis child care and parent support

2120 Fordem Avenue ♦ Madison, Wisconsin 53704
Child Care 608-244-5700 ♦ Business 608-244-5730 ♦ www.respitecenter.org

October 22, 2009

To: Funding Process Subcommittee
From: Meg Miller, Executive Director
Re: Priority Language and Structure

I would like to comment on the language used in the proposed priority area Domestic Violence, Sexual Assault, Crisis Intervention and Safety and support.

I understand that you want to focus money on a system of emergency response for vulnerable and victimized people in the city. I think having a separate priority area makes this clearer. I have a few suggestions about language which will slightly change the priorities but not the intent.

#1 A better descriptive title of the priority area would be *Crisis Intervention, Safety and Support* because it more clearly reflects the broader goal.

#2 I would like to see a change in the wording of priority A2. To read

Provide immediate direct crisis services for vulnerable children and runaway and homeless youth.

Or

#3 I would like to see the priority B1 moved to higher priority and changed to read:

Provide immediate direct services to parents and vulnerable children at risk for abuse and neglect.

I am interested in wording which makes it clear that emergency/crisis shelter for young children is still a city priority. We depend on support from all of our funding sources to keep being a viable emergency response. Because the Respite Center serves many victims of domestic violence and sexual assault and also serves elementary and middle school youth; I think I could make a case to get funding in the upper priorities but I hate to see the safety of young children be anything but a high priority.



Transition to working

Making the transition to becoming employed in a long term process, that it built upon layers of social skills, employment rules and an ability to stay focused, follow directions to complete the task at hand. It is a complicated process and there are no short cuts.

The following is a listing of activities, events and actions which would serve as a foundation for someone interested in securing employment.

Please place a check mark on which experiences/activities you have participated in.

- I had chores to do around the house
- Washed dishes
- Cleaned my room
- Help prepare family meals
- babysat my brothers and sisters
- cut the lawn
- raked the leaves
- I had a quiet place at home to do homework
- Washed my fathers car
- Changed the oil in my father's car
- I volunteered at school or church
- feel confident to speak with someone I do not know
- played organized sports
- participated in sports practices and games
- have someone in my family complete high school
- go to church on a regular basis
- read and understand how to use a recipe
- lived and worked on a farm
- milked the cows, cared for the horses, did farm labor
- I can do school work independently
- had a paid job babysitting
- had a resume
- knew what steps were involved in " how to get a job"
- like to wake up in the morning
- like to go to classes in school
- I have the ability to listen to directions
- have someone who was a role model who works
- believe that work has a value
- knew what to say when someone asks " why am I the best candidate for the job"
- had a job interview
- knew someone who was working
- participated in boy or girl scouts
- know which bus to take to get to my destination
- participated in summer camps
- have learned to control my anger

Noel, Laura

From: Mike Kenitz [mkenitz@familyenhancement.org]
Sent: Friday, October 23, 2009 2:34 PM
To: Noel, Laura
Subject: Funding Priorities

Hi Laura,

I cannot attend the Funding Process Committee meeting on Monday morning but I would like to share an opinion. I would encourage the committee to allocate some level of funding across the "High Priority" and "Intermediate Priority" areas as opposed to placing all the funding in the high priority level and spending it all there until need is met and then allowing any remaining funds to trickle into the intermediate area. It is no doubt true that there is not enough money in the budget to fully fund any high priority area anyway. One of the strengths of the Community Development Office is that it has contributed significantly to the creation of a broad and diverse array of prevention, early intervention and treatment services in this community which truly contribute to community safety and quality of life. By restricting or limiting funding into only high priority areas, that diversity and safety net will no doubt shrink and become more narrowly focused and much will be lost in the process.

Thank you for the opportunity to testify in advance.

Mike Kenitz

Please note my new extension number

Mike Kenitz
Executive Director
Family Enhancement
2120 Fordem Ave., Suite 210
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www.familyenhancement.org

Strong Parents * Strong Families**

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Stoiber, Jennifer

From: Ibeling, Jolene
Sent: Thursday, October 15, 2009 3:18 PM
To: Noel, Laura; Clingan, William; Host, Monica
Cc: Stoiber, Jennifer
Subject: FW: Satellite Needs Your Help!

Importance: High

Request to forward to csc for Nov 18th hearing.

From: Lynn Edlefsen [mailto:ledlefsen@provost.wisc.edu]
Sent: Thursday, October 15, 2009 11:22 AM
To: Ibeling, Jolene
Subject: FW: Satellite Needs Your Help!
Importance: High

Hi Jolene--

I am not sure if it is appropriate for me to write a letter of support for this or not, but I will not be present on November 18th for discussion, so I did want to express to you my support for this idea. As you may know, I have a contract with Satellite to provide accreditation for the "UW Child Care Network" which helps the family child care system that we so desperately need for students, faculty and staff.

I don't know the budget ramifications of this move, but I support the concept. I WILL be present next Wednesday for the meeting.

Hope you're having a great week-- Lynn

From: Kari Stroede [mailto:KStroede@dcpcinc.org]
Sent: Thursday, October 15, 2009 10:25 AM
To: Satellite
Cc: 'Kate Ahlgren Bouchard'; 'Kelly Dederich'; 'krulljen@yahoo.com'; 'jenk@commonthreadsmadison.org'; 'Mary Anderson'; 'lbonfigt@charter.net'; 'Connie Lent'; 'luttal@wisc.edu'
Subject: Satellite Needs Your Help!
Importance: High

Satellite needs your help!

Satellite receives a majority of our funding to support quality in Family Child Care through the City of Madison Office of Community Service.

In the current process, we re-compete for this funding every two years...which often places this service in jeopardy of continued full funding.

The City of Madison Community Development Division is reviewing Program Areas, Goals and Priorities for this funding – and a **recommendation has been put forward that would move Family Child Care Accreditation out of the grant competition process and into the Division's Regular Administrative Budget...an ESSENTIAL CITY SERVICE!** If this were to happen, Satellite could then be awarded a contract to offer this service, and would not have to compete every two years in the funding process.

We need your support to move this recommendation forward...and here is how you can help:

- **Write a letter of support for this proposal.** You can send this letter directly to me via the mail or email. I will then hand deliver these letter for greatest impact.

- This letter can also spell out how Satellite has supported Quality in Family Child Care...your story is the best way to share this!
- **Speak at a Public Hearing offering your support for this proposal and/or sharing how Satellite has helped in Quality improvement.** Again, your story is critical for people to understand the importance of this service.
 - There are two scheduled public hearings:
 - Monday, November 16th beginning at 5:35 p.m. at the Warner Park Community Center @ 1625 Northport Drive
 - Wednesday, November 18th beginning at 5:35 p.m. at the Water Utility Building @ 119 E. Olin Avenue
 - Speakers may register in advance (advised) or that evening (and then wait to speak). The Hearing lasts until all comments are made...and "speakers" may come & go during the hearing. Speakers have 3 minutes to provide commentary. To register, call Jennifer Stoiber at the Office of Community Services at 266-6520 or email her at jstoiber@cityofmadison.com (and let me know too). I will be present at the November 18th hearing, but will attend both hearings.

If you have any questions about any of this...let me know.

This is really our chance to speak with many voices and loudly! We need to show that we stand with the city on this recommendation!

With gratitude,

Kari
 Kari W. Stroede - Director
 Satellite
 2096 Red Arrow Trail
 Madison, WI 53711
 608/270-3439
KStroede@dcpinc.org

Supporting Quality in Family Child Care

"Any society, any nation, is judged on the basis of how it treats its weakest members -- the last, the least, the littlest." C. R. Mahony

Stoiber, Jennifer

Subject: FW: priorities

----- Forwarded Message -----

From: George Hagenauer <georgeh@4-c.org>
To: Joanna Parker <joanna@learninggardens.com>
Cc: jebrown49@yahoo.com; the2sweets@att.net
Sent: Thursday, October 22, 2009 3:47:09 PM
Subject: RE: priorities

Dear Joanna , Joanne and Al,

Since I had no written testimony this morning I thought I would pass on the following information in case it might help you in future discussions. To try to be brief I am focused on the wording for Priority A1 – Provide for the availability of affordable, stable, quality child care and or elementary school-age care for low income children, with an emphasis on full-time programming.

And the issue of doing 3 priority areas with an allocation for each area as opposed to a high-low priority structure.

A1 Priority Background:

Currently the following resources exist to provide child care funding for low income families in Madison:

Wisconsin Shares -\$24-27 Million in the county about 60% of this spent inside the city

The City subsidy system design to help families excluded from Wisconsin Shares

A city stabilization grant program designed to limit losses from using Wisconsin Shares

And for part day children there is several million in Head Start funding and hopefully soon 4 year old Kindergarten – another \$3million.

In looking at this year's accredited care stats for Wisconsin Shares (and I am not done with the analysis) I see a little over 700 children in accredited programs. A quick peek shows that 5 non-profit group centers; 5 DCPC sites: the YMCA and Wisconsin Youth ; and 4 accredited for profit programs serve 10 or more children at their sites. These programs account for the bulk of the children in accredited care.

Excluding the for profits that is possibly a dozen proposals- and figuring full time care at \$10-12,000 and if for only 5-10 children each – that would total probably about a million dollars- more if programs come in at higher levels and some of these sites have more than 40 children on subsidy.

I would think you will need however some means to keep services currently funded by state and federal dollars from being transferred to the city property tax base. (Under the current priority definition, if I was serving 10 children under Wisconsin Shares, I could just apply for a city grant and avoid the headaches of working with Shares).

That was why I suggested adding the words- “by addressing unmet needs” to the above priority as that would enable the board to target the funds on a yearly basis. It would also address the issue of the city funds duplicating what is currently done by other funding sources.

How you sort out how the grants program differs from the city subsidy program and the stabilization grants is another issue.

Related to your proposal to create a flat priority process in the early childhood section with some money allocated to all levels. I have seen the importance of this on numerous visits to programs. Low income children have very high needs that often require special training. I have seen 4 year olds toss chairs across classrooms

due to either internal rage or just a lack of control due to their unstable life situations. These are often the children that most need accredited care- but realistically the most difficult children often are those that are essentially expelled from care situations when the staff and center cannot deal with their needs. Many staff need extra training or help to deal with these situations as well as some of the more common problems with low income or at risk children of developing strong language and pre-literacy skills. If you look at the above figures we are spending tens of millions of dollars already on care for low income children (probably about \$5 million under Shares in high quality programming- more if you count the Head Start and city money). It makes good fiscal sense to allocate what currently is the cost of care for 5-8 children on supportive services and training to improve the quality of care for those children.

One suggestion is adding the words for low income or at risk children after quality of care to Priority 3B related to professional development.

Thank you all for the incredible amount of work you have put into this process and your commitment to Madison's children.

Sincerely,

George Hagenauer

Stoiber, Jennifer

Subject: FW: Community Services Committee recommendations

From: Bauch <bauch5@charter.net>
To: the2sweets@att.net
Sent: Saturday, October 24, 2009 8:46:19 AM
Subject: Community Services Committee recommendations

October 23, 2009

Dear Chairperson Sweet,

I would like to respond to the Priorities set by the Community Services staff and the Commission subcommittee. I have been a program service provider for sixteen years at the YWCA with the Third Street program.

I am concerned about the area of "Support to Families" being removed as a program area. The new program area in the draft updates "Children and Families" approved 10/22/09 does not sufficiently recognize the importance of family support programs. The need for childcare could consume all the dollars allocated for this area and leave no funding to support families in other ways. The Priority B.1. in the Children and Families Area should be moved to an A.2 priority if not recognized as a program area of its own.

Childcare alone does not provide very vulnerable families with the support they need to successfully raise healthy children. The most vulnerable families, those overcoming trauma, homelessness and poverty may never get or maintain stable childcare without other support services. These are families who have fallen through the cracks and need support and help accessing basic services.

What Works, Wisconsin cites the work of M. Huser, S.A. Small and G. Eastman (2008) as best practices for effective parenting education programs. It speaks to program design, relevance and delivery. Some Best Practices they identify include:

"Involve both parents and children"- Family focus programs are more effective than child-or parent only programs. This points to the importance of providing programs like Third Street that work with the family and go beyond the scope of childcare.

"Collaborate with other community agencies to provide a comprehensive array of supports to meet the multiple needs of families". Third Street like many of the programs that fell under the "Support to Families" area collaborates and connects families with many resources and services that they may not access otherwise.

"Focus on critical periods of family development and reach families at their most teachable moments". Most families joining the Third Street program have recently faced the crisis of domestic abuse, homelessness, incarceration and other trauma. Many are new parents. These are critical moments and provide opportunities to support and encourage families to make changes.

"Start early in families' development before unwanted negative behaviors are established". Third Street provides early intervention and preventions programming to young families during the critical Birth to 5 years.

“Flexible and responsive to family needs”. Third Street provides very client-centered, individualized support based on family needs. The program uses a very holistic approach in working with families. Weekly meetings provide a family dinner and childcare during workshops and activities.

“More intensive for families with higher numbers of risk”. Third Street provides home visits and has offices where families live. Families have daily access to staff and there is nightly programming for the children. There are also weekly family activities.

Third Street also supports parents in working toward their goals and dreams of moving towards self-sufficiency.

- Securing and maintaining employment
- Completing high school, HSED or ESL
- Starting or returning to college
- Completing training and work ready program
- Securing a drivers license
- Successful completion of SSI and other benefits that bring financial stability
- Life skills, making positive choices

This is all part of supporting families and helping them thrive and contribute. The “Adult Workforce Preparedness and Employment” prioritizes full-time employment which leaves out those unable/not ready to maintain fulltime employment.

Third Street provides support services to low-income high need families who reside in downtown Madison . Supporting families who live downtown provides richness to the changing neighborhood. Downtown provides good access to services, transportation and community events for families without transportation and resources.

Other agencies such as the Community Development Authority have made a commitment to support the housing piece of the program. They recognize that families with Section 8 are more successful after having the support services of Third Street . We rely on the Office of Community Services to fund the program aspects, which are so necessary for these families to succeed. Families with support are able to maintain housing and understand their responsibilities.

The YWCA Third Street program has received funding since 1992, the first full year of operation of the program, to provide family support services (early intervention and prevention) to young vulnerable families.

*Funding has remained constant with COLA raises. (1992 \$13,300, 2009 \$17,969)

*The program has been in the highest priority funding in Program Area 11

* Third Street meets and exceeds outcome objectives each year in serving families.

* 1996 Third Street expanded to the 4th floor doubling the space available (6 units to 12 units)

*2007 Community Development Authority approved Section 8 Project Based Vouchers for 3rd Street in order to assist young families in being successful.

* 2007 3rd Street expanded to the 5th floor as an overflow for families applying to the program.

The need is great in the community.

The City of Madison has a history of prioritizing programs which support families. This support has allowed quality programs like Third Street to develop and grow. This has allowed for a broad range of preventive and supportive services that respond to the needs of families in our city.

I look forward to more conversations. I can be reached at the YWCA, 257-1436 or at 445-8090.

Thank you for considering my recommendations and for your work in our city.

Sincerely,

Nancy Wrenn Bauch
YWCA Third Street Coordinator
nwbauch@ywcamadison.org
bauch5@charter.net
257-1436 or 445-8090

Date: October 28, 2009
From: Paul Terranova, Lussier Community Education Center
To: City of Madison Community Services Commission
Re: 2010-2011 Funding Priorities

I first want to thank the members of the Funding Subcommittee and the Early Childhood and Senior Subcommittees for their hard work on the priorities. The unfortunate timing of this discussion (coinciding with the 2010 Budget work) has made it a bit harder to participate, and I am sure it has also put more pressure on subcommittee members as well.

I would like to make comments and suggestions in three areas that I think it is important the whole commission review and rethink just a little bit.

Prioritization:

The system as proposed is highly (I would say overly) ranked. In the community, there are priorities which are of equal weight, situations in which not meeting either one of two priorities makes it impossible to meet the other. This is the real world of community services, and it is messy. While it may make your funding decisions more difficult at times, it is most important that your priorities fit the situation in the community rather than the needs of the commission.

The current proposal has three levels of prioritization. The first is the amount of funding allocated to each Program Area. This will likely have something to do with historical funding levels (as it should in order not to destabilize what has been built in the community).

The second level are the "higher," "intermediate" and "lower" priorities within program areas. As I understand it, the Early Childhood Subcommittee recommended changing this terminology, and while it failed the Funding Subcommittee, there was not consensus. These terms certainly do not reflect the situation in the community, and I believe you are giving very important community programs an inadvertent "slap in the face" by implying that they are low priority. In fact they are the third highest priority in a situation where there are many other very worthy priorities which never make the list. In our current situation (both in terms of funding and in terms of suffering in the community) nothing that is a low priority even makes it into the discussion.

Lastly within each priority area, you have sub-priorities (A1, A2, etc.) The Funding Subcommittee seemed unwilling to consider that these could be of equal weight. I seem to remember a time when the Commission stated something along the lines that subpriorities within a priority level were of equal weight. This makes sense. If you want something to be of higher or lower priority, move it among the categories (higher, intermediate, lower – or the more accurate system you may adopt).

Youth:

The Youth Program Area provided a very good illustration of this last point. By insisting on prioritizing A1, A2 and A3 in rank order, we pit the needs of middle schoolers against the needs of their older siblings (or themselves a couple years later).

The subcommittee was clearly impressed by the research that shows that intervention with youth is more effective if it starts in middle school than if it starts in high school. But it seemed to lose track of the word "starts." You can't prioritize feeding two year olds OVER feeding three year olds... you have to start at two, but you had better keep going or you won't have many four year olds. The project of reaching kids who have been through a great deal (and continue to face pressures and traumas throughout their teen years) is often a long term process. We build relationships and start in middle school. We keep investing and working

throughout high school. And sometimes we only find out how effective we've been when the youth reach adulthood, and come back and tell us. Yes, we started in middle school, but the work in high school was just as important.

Subcommittee members also asked if there are more resources for high schoolers than middle schoolers. I think that in the case of low-income, disconnected and disengaged youth, there is a huge lack of resources for high schoolers. I think if you take the time to ask community organizations, you will see that this is the case.

As I sat in the subcommittee meeting with Tariq Pasha from Commonwealth Development, I was also struck by the ridiculousness of prioritizing broad high school programming (A2) over employment programming (A3). We work together. We reach some kids through academic support, others find their voice working with UW students on spoken word and performing arts, others find a place to develop discipline and persistence through a drill team, others start to take themselves seriously through opportunities to make the world a better place through service and activism. And yes, many come in the center looking for ways to find a job. We worked closely with Commonwealth this summer. These are WHOLE young people, and they need to be approached as such. CWD and the LCEC working together make us each more successful and give our teens a better shot at success themselves.

Neighborhoods:

I think it is important as you decide on funding levels for the Neighborhoods Program Area, that you keep a couple of things in mind.

First, in a time of shrinking funding resources, it will be important to balance approaches that provide services to those in need with approaches that mobilize community members to take care of one another.

Second, in areas where there is no community center, it will still be important to mobilize community members to take care of one another. I have heard a lot of anxiety over the idea that every neighborhood must have a community center in order for it to be a high priority for the Community Services Commission. While it is ironic for the director of a community center to be the one saying this to you, that would be a shame.

Conclusion

With all of that said, I have three very simple suggestions to address these concerns.

1. Change "higher," "intermediate" and "lower" priorities to "first," "second" and "third" priorities to avoid unnecessarily (and inaccurately) devaluing the important work of a number of very beneficial programs. The Commission can still defend a custom of limiting to three priority areas if it so chooses.
2. Insert a line in each Program Area that says "Subpriorities within each of the areas below are of equal weight with others in the same priority category."
3. In Neighborhoods move the B-1 priority to A-2 so that all neighborhood have access to support to mobilize community members to take care of one another... and to avoid creating a sense that we have to build a new community center in every neighborhood.

October 28, 2009

Dear Members of the Community Services Committee,

I apologize for not being able to attend your meeting tonight- it is certainly not out of lack of interest, but simply due to a scheduling conflict.

I would like to thank the members of the Funding Process Subcommittee, ECCEC, SCAC, and the entire CSC for your arduous work over the past few weeks. I have carefully followed your deliberations through the meeting minutes and discussions with many of the non-profit partners that I have known and worked with for years. Setting goals and priorities is a very challenging process but it is also a great opportunity for dialogue and for process reevaluation.

I strongly feel that our goals and priorities should be exactly that: a goal statement for each program area and two to seven equally ranked priorities under each goal. Taking the additional step of ranking priorities high, medium and low poses numerous problems:

- The words themselves-high, medium and low depict a value statement. Who would want to be a low or lower priority? Are we really saying that services that help seniors overcome employment barriers is a lower priority than case management that helps them live independently? Aren't these 2 things sometimes connected? Are we saying that low-income middle school youth programming without providing resources for parents on how to raise a successful youth would achieve our overall goal of supporting youth to become successful members of our community?
- The current ranking process pigeonholes the non-profits, it curtails creativity. It says: just apply or design programming for the high priority, don't even try to provide any of the low priority programs. We want to do the opposite: encourage creative and innovative funding proposals such as proposals that cover two or more priorities under one program area or that may cross program areas. An example: seniors helping with youth programming at neighborhood centers. We want to promote collaboration amongst non-profits.
- There seems to be this belief that we have a mandate to come up with a ranking of the priority areas. I know there is lots of history behind it, but we must be vigilant not to let the pendulum swing too far the other way: from a process that many years ago may have had vague and undefined priorities to one that tries to create an algorithm out of the complexities of life & how to support community needs from multiple angles. Funding decisions are always complex and oversimplifying them with a forced ranking process has led to frustration and unnecessary pitting of one group against another. Our non-profit partners have stepped up to the plate this year, showed a unified front and have refused to be pitted against each other. Their approach is right on target and we should adopt the same approach: one that promotes collaboration and synergy instead of a race to the bottom.

I have never seen any other process in which priorities in community/social services are ranked in such way. To illustrate this point, I have provided below some examples of priorities set by other entities. For instance, I am a member of the United Way Vision Council and I am very familiar with the United Way funding priority process: under each agenda for change goal, the priority areas are not ranked.

A lot of work has been done to get us to from hundreds of possible goals and priorities to seven programs areas, seven goal statements and a very limited number of priorities under each. Why do we need to take it one step further? Because we won't have enough funding for everything and we will know right away what

to cut- the proposals that deal with what we have classified as a low priority? If that is the case, then why are we even leaving the low priority in the mix?

Let's leave the priorities unranked. Let's promote collaboration and synergies. Let's promote innovative proposals. The hard work is always to rank the proposals and choose some and not be able to fund others. We can deal with this by continuing to have a solid proposal review and ranking process that ranks based on a combination of parameters such as our Madison Measures, location, target population, number of people reached, how many priority areas are covered, clear measurable outcomes, etc.

I realize that this perspective has been brought up at different times in the past few weeks, but I feel that it has not been quickly dismissed and not thoroughly discussed. I urge you not to simply dismiss it again.

I have spent many years working in and with social service agencies. I bring my perspective to you with deep respect for the process and with a huge sense of responsibility that comes with being now an elected official. Thank you again for all your work and dedication to make Madison a great place to live for all.

Respectfully,

Shiva Bidar-Sielaff
District 5 Alder

Here are some examples of funding goals and priorities from other governmental and non-governmental institutions- you will see that none of them has a ranking within their priority areas:

<http://www.unitedwaydanecounty.org/index.php?page=69&l=0>

Goal: Children are cared for and have fun as they become prepared for school

Priority areas:

- Parental Education and Support
- United Way Born Learning Play & Learn
- Supporting Early Childhood Education

http://www.unitedwaylapeer.org/media/Funding_Priorities.doc

See Page 4

http://www.calgary.ca/docgallery/bu/cns/fcss/phase_3_consultation.pdf

See Page 7

<http://www.hhs.gov/asrt/ob/docbudget/2010budgetinbrief.pdf>

See Page 5

Goal: Securing and Promoting Public Health

Priority areas:

- Advancing Food Safety
- Lowering Drug Costs
- Preventing & Treating HIV/AIDS
- Addressing Autism Spectrum Disorders
- Reducing Health Disparities
- Protecting against Pandemic Influenza

Stoiber, Jennifer

Subject: FW: Latest draft of Program Area Goals and Priorities for 2011-2012

Jennifer,

Thank you for sending this information out to us for review. I'd like to suggest a modification to the second goal listed in the document.

We know that education level and median wage go hand in hand. According to *The State of Working Wisconsin 2008* (Center on Wisconsin Strategy), more than half of those without a high school diploma earn poverty level wages. For many poverty-wage workers, low-paying jobs lead to low-wage careers. The report states, "Workers find themselves caught in a lifetime of struggle, unable to pull themselves out of the trap. We call this the 'stickiness' of low-wage jobs. Even in the strong economy of the late 1990s, Wisconsin Department of Workforce Development Unemployment Insurance data show that more than half of workers with earnings below the poverty line in 1995 were still earning below the poverty-level five years later.

"These workers often cycle from one bad job to another, with little gain over decades, and for multiple reasons. Not only is their skill level low to begin with, but low-wage jobs in retail and service industries provide few opportunities to learn new skills or qualify for promotion." (from <http://www.cows.org/pdf/rp-soww-08.pdf>)

Nearly all of the adults we see at Literacy Network have a goal of improving their employability through literacy and language skills. In order to build sustainable career pathways with better pay and advancement opportunities, literacy and language improvements are essential. Without a focus on literacy and language skill development, it is unlikely that career guidance or life skills training will help them get a job or a higher paying job. Those who lack the requisite literacy and language skills to enter a certificate or degree program (which is what I assume you refer to as a "pre-employment service") are routinely met with a wall that inhibits their ability to improve their wages and employability skills. Therefore, I would argue that literacy and language be given a high priority in your list, rather than an intermediate priority.

My suggested edits are below:

Adult Workforce Preparedness and Employment

Adopted by FPS 10/22/09

Services listed below are in priority order within each goal area.

Goal:

Improve opportunities for economic stability for residents encountering multiple barriers to employment including: criminal background and/or associations, language barriers, long-term poverty, lack of skills and/or formal education.

High Priority:

- A1. Provide community-wide services which develop literacy and language skills, life skills, vocational/career guidance, pre-employment and post-employment services and support for residents to successfully maintain full employment and improve career development options for low-income individuals.

- A2. Provide neighborhood-based services that develop literacy and language skills, life skills, vocational/career guidance, pre-employment and post-employment services and support low-income residents to successfully maintain full employment. The City of Madison will identify the specific challenged neighborhoods where services will be offered using data tools like the Neighborhood Indicators.

Thanks for the opportunity to provide you with input on the goals and priorities. I would be happy to discuss my input with you.

Jeff

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From: Casey Behrend [mailto:Casey.Behrend@youthsos.org]
Sent: Wednesday, November 04, 2009 8:22 AM
To: Noel, Laura
Cc: Clingan, William; O'Donnell, Mary; Wendorf, Lorri
Subject: 2011-12 Draft Program Area Goals and Priorities

Hello Community Services Committee Members and OCS Staff:

I am writing to ask you to change the priority level designation for Youth Peer Courts in the Youth area from its current B2 designation to an "A" level priority designation.

Youth Peer Courts are one of the few effective mechanisms available to address our community's serious and long-standing problem with disproportionate minority contact of youth in our legal system.

Additional information to support this change is contained in two attached documents.

Please feel free to contact me if you have questions or would like additional information.

Thank you.

Casey Behrend

Disproportionate Minority Contact in Dane County

A. Dane County Juvenile Court Data

During 2007, minority youth, ages 0-16 years, were 14% of the population of youth in this age group in Dane County. During this same period, these youth accounted for:

1. 64% of referrals to the Juvenile Reception Center
2. 63% of the Juvenile Shelter Home population
3. 73% of the Juvenile Detention Center population

B. Wisconsin Office of Justice Assistance Data

During 2006, African American youth in Dane County were 6.5 times more likely to be arrested than were Caucasian youth.

C. The 2009 Dane County DMC Solutions Workgroup Report recommends the expansion of Youth Peer Courts as one mechanism to address the disproportionate minority contact problem among youth residing in Dane County.

Prepared by:

Casey Behrend
Youth Services of Southern Wisconsin, Inc.
608-245-2550, Ext. 212

October, 2009

Benefits and Facts about Youth Peer Courts

1. Youth Peer Courts offer an alternative to traditional municipal and juvenile courts for 12-16 year old 1st time offenders.
2. Youth Peer Courts (YPC's) provide youthful offenders with a learning opportunity utilizing restorative sanctions that hold youth accountable for their actions.
3. Cases are heard by 14-18 year old volunteers from the community or neighborhood where each YPC is located with supervision provided by a trained staff member.
4. Approximately 80% of youth successfully complete their YPC sentence.
5. Each YPC has a steering committee made up of community members and the juvenile or municipal court judge.
6. Research conducted by the Urban Institute has identified 20-40% lower recidivism rates among youth participating in a YPC process when compared to youth who go through a traditional court process.
7. Engagement of youth in a pro-social activity in their community.
8. Engagement of community/neighborhood adults in volunteerism in their community.
9. Some offending youth who complete their sentence become YPC volunteers thus traveling a path from committing offenses in their community to becoming involved in a pro-social activity.

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Dane County and the City of Madison have a serious and long-standing disproportionate minority contact problem with youth in our legal system. One of the methods to address this problem is to divert these youth to a Youth Peer Court.