

Program Area Goal & Priority

Children and Families A1: Child Care

		Totals				
Agency	Program Name	2012 Funding	2013 Request	\$ change	% change	2014 Request
Animal Crackers	A. Animal Crackers Inc.	\$35,000	\$35,000	\$0	0.00%	\$35,000
Dane County Parent Council	A. Great Beginnings: Verona Rd	\$36,062	\$38,562	\$2,500	6.93%	\$38,562
TOTALS		\$71,062	\$73,562	\$2,500	6.93%	\$73,562

PROPOSAL REVIEW: Staff Review for 2013-2014
For Community Resources Proposals to be Submitted to the
Community Services Committee, Early Childhood Care and Education Committee
and Committee on Aging

1. **Program Name:** A. Animal Crackers Child Care

2. **Agency Name:** Animal Crackers, Inc.

3. **Requested Amounts:** **2013: \$35,000**
 2014: \$35,000 **Prior Year Level: \$35,000**

4. **Project Type:** New Continuing

5. **Framework Plan Objective Most Directly Addressed by Proposed by Activity:**

- | | |
|--|--|
| <input type="checkbox"/> I. Youth Priority | <input checked="" type="checkbox"/> VI Children & Families |
| <input type="checkbox"/> II. Access | <input type="checkbox"/> VII Seniors |
| <input type="checkbox"/> III Crisis | |

Comment: Fits Program Area VI goal to ensure that children and families have access to developmentally appropriate, quality affordable child care.

6. **Anticipated Accomplishments (Proposed Service Goals)**

Animal Crackers will stabilize the child care for up to 130 (77 currently enrolled) children and their families.

7. **To what extent does the proposal meet the Objectives of the Community Development Division, Community Resources Program Goals and Objectives for 2013-2014?**

Staff Comments: The program meets the Program Area VI objectives for the A1 priority to provide affordable, stable, quality child care for families in SW Madison where 70% of children live in poverty and 462 low income housing units exist. Outcome objectives include to lower the turnover of 187 current and incoming children and stabilize preschool for 13 children the year prior to kindergarten.

8. **Does the proposal incorporate an innovative and/or research based program design?**

Staff Comments: The program adheres to research based designs focused on quality learning experiences for children specifically, Madison Accreditation Standards, Creative Curriculum, Wisconsin Model Early Learning Standards and implements quality child care practices such as continuity of care.

9. **Does the proposal include service goals and outcome objectives that are realistic and measurable and are likely to be achieved within the proposed timeline? What will be the impact on the identified need or problem?**

Staff Comments: Goals and outcome objectives are realistic and measurable with the impact that children and families have stable, uninterrupted quality child care and progressive support for developmental learning experiences.

10. **Does the agency, staff and/or Board experience, qualifications, past performance and capacity indicate probable success of the proposal?**

Staff Comments: The Animal Crackers Board of Directors and staff exhibit financial, administrative and teaching expertise to sustain a quality child care program serving a diverse population of families in SW Madison, 85% of whom are of low to moderate income. The program met all service goals and surpassed outcome measurements stated in their 2011 contract.

11. Is the agency's proposed budget reasonable and realistic, able to leverage additional resources, and demonstrate sound fiscal planning and management?

Staff Comments: The budget is reasonable and realistic leveraging all possible funding streams including user fees, WI Shares, Madison Child Care Assistance, CCTAP, DPI food program and MMSD 4K. Accreditation reviews have found balanced budgets with affordable fees for parents and staff being paid the city's living wage, and being supported with training and education resources.

12. Does the agency's proposal demonstrate efforts and success at securing a diverse array of support, including volunteers, in-kind support and securing partnerships with agencies and community groups?

Staff Comments: Parent volunteers are used in the program for children as well as membership on the board of directors. Animal Crackers is known in the child care community as a strong partner in advocating for and serving low income children and families (leadership in Madison Area Accredited Early Childhood Assoc). The agency works with other community resources (Madison Childcare Unit, The Madison Metropolitan School District, Joining Forces for Families and the Center for Families) for referrals of families. The program previously had a contract with DCPC head start and currently works with the Waisman Social Kids Lab (research) and represents early childhood education the city's SW North neighborhood resource team (Hammersley/Betty's Ln).

13. To what extent does the applicant propose services that are accessible and appropriate to the needs of low income individuals, culturally diverse populations and/or populations with specific language barriers and/or physical or mental disabilities?

Staff Comments: The agency has committed itself to serving residents of SW Madison which has a high percentage of low income families. The center successfully works to help families address their financial responsibilities for tuition by working out payment plans for co-pays. Their staff remains racially diverse and their programming has served children enrolled in Birth to 3 and MMSD early childhood programs. Working with MMSD the center now has access to ESL/dual language programming and resources.

Follow up questions for Agency:

Staff Recommendation

Not recommend for consideration

Recommend for consideration

Recommend with Qualifications
Suggested Qualifications:

Program Description:

Animal Crackers

Animal Crackers Inc.

Program Synopsis

Animal Crackers, Inc. is the only City-Accredited Childcare, Preschool and Afterschool Program that serves children 6 weeks to 10 years of age in the Hammersley, Meadowood, and Greentree Neighborhoods located on Madison's Southwest Side. Animal Crackers, Inc. has successfully supported a population of at-risk and/or low income children (between 60-80% low income) with high quality childcare and a developmentally appropriate approach to early learning and kindergarten readiness. Animal Crackers, Inc. also operates an afterschool program for children from the Phillip Falk Elementary School.

Goal	Customer / Participant	Geography
<input type="radio"/> Crisis Intervention/ Safety	<input checked="" type="radio"/> Children <input type="radio"/> Youth	<input type="radio"/> County or greater <input checked="" type="radio"/> Madison
<input checked="" type="radio"/> Children/Families	<input type="radio"/> Family	<input type="radio"/> CD Target Area
<input type="radio"/> Workforce Preparedness	<input type="radio"/> Older Adult	<input checked="" type="radio"/> Neighborhood
<input type="radio"/> Older Adults		<input checked="" type="radio"/> NRT Neighborhood
<input type="radio"/> Access to Resources		
<input type="radio"/> Youth		
<input type="radio"/> Neighborhoods		

Agency and Management History

Animal Crackers, Inc. was established in February of 1987 by a small group of inspired parents who desired to create a group childcare, preschool and afterschool program whose mission was to provide all children with high quality childcare and early education. Animal Crackers, Inc. has been City Accredited since 1989 and a contracted agency of Head Start between 2006 and 2011. Our entire mission is to stabilize families through high quality childcare and education for their children. We work with myriad agencies, Office of Community Services, Head Start, Joining Forces for Families, The Exchange Center for the Prevention of Child Abuse, Rainbow Project and Madison Metropolitan School District to provide as much assistance and support to all families regardless of their circumstances. Animal Crackers, Inc. is an agency that recognizes the need for high quality, safe, affordable, family supportive programming for children (especially low income children living in an unstable neighborhood), where they can learn and grow through meaningful and purposeful play supported by an educational curriculum that is researched based and non-biased.

Benchmarks/Outcome Measure to comparable Projects

To stabilize the enrollment of all current and future children, thus providing time for our agency to provide high quality care and education on a consistent basis.

AC uses the Department of Public Instruction food enrollment records, as well as the agency's and Head Start attendance reports to measure the stability of each child's enrollment. AC also uses the Creative Curriculum Developmental Continuum tool to monitor each child's developmental growth and progress.

Performance History	2009	2010	2011	2012 (est.)
# of participants			127	130
CD funds expended			\$35,000	\$35,000

Sources: CR Allocations, Agency Service Reports

Program Development

Animal Crackers, Inc. was established in February of 1987 by a small group of parents who desired to create a group childcare, preschool and afterschool program whose mission was to provide all children with high quality childcare and early education. They have been operating in the Hammersley Neighborhood since 1992 and have worked alongside local neighborhood agencies to be a stabilizing force for all the children and their families, both inside, and outside the neighborhood. Currently 70% of the families reside in the Hammersley, Jacob's Way, Parkridge and Greentree Area Neighborhoods. Over the past 10 years, Animal Crackers, Inc. has successfully supported a population of at-risk and/or low income children (between 60-80% low-income) with high quality childcare and a developmentally appropriate approach to early learning and kindergarten readiness.

Program Design

Animal Crackers, Inc. adheres to the City of Madison Administrative and Classroom Standards, which they have been doing since May of 1989. They work very closely with their Accreditation Specialist in an ongoing effort to support children. These accreditation standards support the program in maintaining a consistently high level of quality childcare, preschool, and afterschool programs for all children, but especially for our low income/at risk children. They employ a curriculum called *Creative Curriculum*, and follow the federal performance standards of Head Start. The agency also uses the Wisconsin Model Early Learning Standards when developing lesson plans for the preschool classrooms.

Reward

Provision of high quality care for infant and toddlers, while providing developmentally appropriate learning practices, conflict resolution, and school readiness skills to preschool aged children on the Southwest side of Madison.

Risk

Public funds may be decreased based on other priorities.

ORGANIZATION:	Animal Crackers, Inc.
PROGRAM/LETTER:	Animal Crackers, Program A
OBJECTIVE STATEMENTS:	OCS: Children and Families A1: Child Care (ECCEC)

DESCRIPTION OF SERVICES

1. NEED FOR PROGRAM: Please identify local community need or gap in service that the proposed program will address.

Animal Crackers, Inc. is one of two City Accredited Childcare, Preschool and Afterschool Programs located in the Hammersley, Meadowood and Greentree Neighborhoods located on the Southwest side of Madison that services children 6 weeks to 11 years of age. We have been operating in the Hammersley Neighborhood since 1992 and have worked alongside our local agencies and schools to be a stabilizing force for all the children and their families. Currently 55% of our families reside inside the Greentree District. We contracted with the Madison School District to provide a morning 4K program for 4 year old children. Over the past 12 years, we have successfully supported a population of at risk and/or low income children (between 65%-85%) with a high quality educational program that contains all the elements needed to provide continuity of care for all the families that we serve. We also provide a summer camp for 25 schoolagers in the summer.

2. SERVICE DESCRIPTION - Describe the service(s) provided including your expectations of the impact of your activities.

Animal Crackers, Inc. was established in 1987, City Accredited in 1989 and awarded 5 stars by the Youngstar State Program in 2011. Our mission is to provide continuity of care to all children through high quality care and education that is researched based and non-biased, in a safe and caring environment. It is our objective to stabilize current and future families, thus allowing continuity of care for their children. By establishing consistency of care and education, children and families will have the resources and time to build and nurture strong relationships with the teachers. When this element is present, children have the ability to fully and consistently participate in a City Accredited Program, whose standards contain all the components necessary in a high quality care and education program. When children have the opportunity to learn and grow through meaningful and purposeful play, while being supported by educated and caring adults, they have the optimal learning environment. We also create an environment for parents that support their needs, through educational and volunteer opportunities within the agency while assisting them with needed resources such as housing, job searches and support with funding. We continue to work with the parents on behalf of their children by networking externally with agencies such as the City of Madison, Madison Schools, Head Start, the Rainbow Project, Center for Families, 4-C's and Joining Forces for Families. Collaborating alongside other agencies links resources to support continuity for children and their families.

3. PROPOSED PROGRAM CONTRACT GOALS: Include clearly defined service goals and process objectives: number of unduplicated clients to be served, number of service hours to be provided etc.

Animal Crackers, Inc. is licensed for 85 children 6 weeks to 11 years. Our agency's goal is to lower the turnover of current and incoming children (up to 130 unduplicated children per year), especially focusing on stabilizing our preschoolers (up to 13 unduplicated per year) for the entire year prior to their kindergarten transition. We will continue to provide a developmentally appropriate, researched based, culturally relevant program for all children while infusing all kindergarten readiness skills for our preschoolers. Continuity of care for all children served is our core mission.

4. SERVICE HOURS: Frequency, duration of service and hours and days of service availability.

Animal Crackers, Inc. provides child care, preschool and afterschool/summer camp programming 52 weeks per year and operates Monday-Friday from 7:00AM-6:00PM.

ORGANIZATION: Animal Crackers, Inc.
 PROGRAM/LETTER: Animal Crackers, Program A

5. POPULATION SERVED: Please describe in terms of age, income level, LEP, literacy, cognitive or physical disabilities or challenges).

Animal Crackers, Inc. provides childcare, preschool, and afterschool to children 6 weeks-11 years. Our agency is a City of Madison Accredited program that provides high quality care and education to all children and families regardless of circumstance. We practice inclusion in our program and can support children with a wide range of abilities. We are in contract with the Madison School District and have a direct link to specialists for IEPs, ELL assistance and programming support. Currently 85% of our children receive some form of tuition assistance from the City, County and State.

6. LOCATION: Location of service and intended service area.

Animal Crackers, Inc. is located on the South west side of Madison in the Hammersley Neighborhood, but currently serve children from the Greentree, Elver, Meadow ridge, Parkridge and Raymond Rd areas.

7. OUTREACH PLAN: Describe your outreach and marketing strategies to engage your intended service population.

Animal Crackers, Inc. will continue networking with agencies such as the City of Madison Childcare Unit, Head Start, the Madison School District, Joining Forces for Families, the Center for Families, 4-C's and other City Accredited programs who assist us in marketing our program. Just recently, we have begun working with the ELL/Dual Language Emerson Department at the Madison Schools, the Meadowood Neighborhood Program and the South west North Neighborhood Resource Team in hopes of identifying, reaching and supporting currently underserved families in our community. We will also be advertising in the Greentree publication that is published by the Greentree Neighborhood Association. As a Model II 4K Program with the Madison School District, we are marketed as a City Accredited Program that offers 4K programming and wrap around preschool programs.

8. COORDINATION: Describe how you coordinate your service delivery with other community groups or agencies.

Animal Crackers, Inc. currently works with the City of Madison Childcare Unit, The Madison Metropolitan School District, Joining Forces for Families and the Center for Families on referrals for families seeking a program that provides high quality care and education to all children regardless of circumstance. We have recently signed onto the Waisman Social Kids Lab to support their research and will begin to network with the Meadowridge Neighborhood Center to advertise our program. We also have parents who sit on local boards that advocate for our program and the work we do. We also receive many referrals from the local Head Start programs. We will be advertising in the Greentree publications this fall along with our regular marketing and website. We also work with 4-C's on referrals and provide them with the number of available spots for children. We work with many of the City Accredited programs through verbal networking and share current programming changes and spot availability.

9. VOLUNTEERS: How are volunteers utilized in this program?

Volunteers are a key component to the success of our program. The parents of our children are our best volunteers and are strongly encouraged to volunteer in their child's classroom, serve on a committee or the Board, share a special skill with the children such as music or woodworking or go on a fieldtrip. We have a non-parent that helps sporadically with gardening.

10. Number of volunteers utilized in 2011?

Approx. 20

Number of volunteer hours utilized in this program in 2011?

Exact amount unknown

ORGANIZATION:	Animal Crackers, Inc.
PROGRAM/LETTER:	Animal Crackers, Program A

11. BARRIERS TO SERVICE: Are there populations that are experiencing barriers to the service you are proposing, i.e., cultural differences, language barriers and/or physical or mental impairments or disabilities? Describe the ability of proposed program to respond to the needs of diverse populations.

Animal Crackers, Inc. has worked with a diverse population for 25 years and a high number of at risk/low income families for 12 years. There are many barriers that these families face daily but the two most prevalent and difficult barriers most of our families experience are financial and transportation issues. Our agency is located on the Madison Metro Bus line which helps families traveling outside our neighborhood. We assist with passes (one time monthly pass) and assistance in deciphering bus schedules. We also have cab assistance for children enrolled in our Madison 4K program. We have also assisted in arranging for YMCA ride shares for eligible families. For families facing financial barriers, we receive a small scholarship fund through the City of Madison Stabilization Grant program for families struggling with rapidly changing co-payments, reduced hours at their jobs, layoffs and County funding problems. Now that we have a contract with the Madison schools we also have access to the ELL/Dual Language Emerson Department to assist with Spanish and Hmong needs and translations. We also have maintained a strong working relationship with Head Start after our contract ended in 2011 and still share information and strategies for addressing cultural and language barriers. Cross cultural communication has always been one of our agency's strongest components. We are able to build strong and trusting relationships with our families and the agencies we network with, thus allowing us to quickly address barriers faced by families.

12. EXPERIENCE: Please describe how your agency, and program staff experience, qualifications, and past performance will contribute to the success of the proposed program?

Our agency has worked for 25 years to establish a childcare, preschool and afterschool program where all families regardless of socioeconomic situations would have equal access. Our program is located between the Greentree and Prairie Neighborhood associations where 70% of the children in residence are considered to be in poverty and where approximately 462 low income housing units exist. Currently our program supports 85% low income children, 55% of which reside in the Greentree District. We have staff and Parent Board members that understand the need for continuity of care for all children, especially low income and at risk, and the impact it has on the overall stabilizing force of the family. We have successfully supported all families and up to 85% low income families for 12 years. We have nurtured and established solid relationships with agencies that specialize in children, families, education and community advocacy. Our staff meet and exceed the State and City qualifications for their positions. On average our staff does 38 hours of continuing education every year which is 13 hours more than the State requires. We strive to embody the City of Madison's accreditation standards and work to improve knowledge and practice through education, consultation and networking. Parents are treated and respected as partners and as their child's best advocate. Our mission, policies, procedures and practices mirror our understanding of what it takes to empower the child- uniting the agency with the family and the community and its resources to create one powerful unit.

13. LICENSING OR ACCREDITATION: Report program licensing, accreditation or certification standards currently applied.

Animal Crackers, Inc. has been licensed through the State of Wisconsin since February of 1987 and has been accredited through the OCS-Child Care Unit since May of 1989. We are a 5 Star Program.

14. STAFF: Program Staff: Staff Titles, FTE dedicated to this program, and required qualifications for program staff.

Staff Title	FTE	Credentials/Qualifications
Executive Director	1	BA/BS Education-WI Administrators Credential/ECE Apprenticeship Credential
Lead Teachers	6	AA/BA Education/CDA Candidates/ 1 to 3 years Experience
Assistant Teachers	12	AA/BA Education/CDA Candidates/ 40 and 80 hours/1 to 2 years Experience

ORGANIZATION:	Animal Crackers, Inc.
PROGRAM/LETTER:	Animal Crackers, Program A

15. CONTRIBUTING RESEARCH

Please identify research or best practice frameworks you have utilized in developing this program.

Animal Crackers, Inc. has strongly adhered to the City of Madison's Administrative and Classroom Standards since 1989. These standards are comprehensive of a developmentally appropriate program that links administrative and classroom standards together while emphasizing the need for parent input and involvement. We are currently using the 5th addition Gold Standard version of the Creative Curriculum as a framework for lesson planning, environmental planning and child assessment. Our agency also uses the Wisconsin Model Early Learning Standards second addition which was developed through a collaboration of early childhood educators and providers throughout Wisconsin. These standards are based directly on research in all the domains of learning and development for children. Our programming for children, their families and our work with the outside community is also deeply rooted in the research done by specialists in the field of Continuity of Care for Children. Continuity of Care is instrumental in linking schools, families and communities together to educate, support and empower children in their ongoing development and education. When children and families have access to any aspect of continuity, such as childcare, it plays a stabilizing role in their lives. Trusting and respectful relationships can be established, routines can be set, resources can be allocated and advocates are identified. Our staff's pursuit of ongoing research based information, along with low turnover, creates an optimal level for continuity of care for children at our program. Best practice identifies the use of an anti-bias, research based framework and curriculum, the ongoing development of staff and the partnerships with parents and the community as the most powerful platform on which to scaffold children's growth and development. Continuity of care is a powerful and proven way to lessen the achievement gap, especially for low income and at risk children.

16. ACCESS FOR LOW-INCOME INDIVIDUALS AND FAMILIES

What percentage of this program's participants do you expect to be of low and/or moderate income? 85.0%

What framework do you use to determine or describe participant's or household income status? (check all that apply)

Number of children enrolled in free and reduced lunch	X
Individuals or families that report 0-50% of Dane County Median Income	
Individual or family income in relation to Federal Poverty guidelines	
Other	

17. HOW IS THIS INFORMATION CURRENTLY COLLECTED?

This information is collected upon a child's enrollment through the Department of Public Instruction Food Income Guideline reports and is updated in June on a yearly basis.

18. PLEASE DESCRIBE YOUR USER FEE STRUCTURE AND ANY ACCOMMODATIONS MADE TO ADDRESS ACCESS ISSUES FOR LOW INCOME INDIVIDUALS AND FAMILIES.

Animal Crackers, Inc. Parent Board of Directors set the tuition fees each year through a 3 month budgeting process. All families are given a 30 day notice of tuition increases which take affect the January 1 of every year. These tuition fees are the same for all children regardless of income level. We accept all forms of tuition assistance including but not limited to County, State, City, CCTAP/AIM, W2 and Kinship Care Payments. Every family has the ability to set up their own payment plan that corresponds with their current pay periods. All families have access to a small scholarship fund.

ORGANIZATION:	Animal Crackers, Inc.
PROGRAM/LETTER:	Cracke Program A

DEMOGRAPHICS

Complete the following chart for unduplicated participants served by this program in 2011. Indicate the number and percentage for the following characteristics. For new programs, please estimate projected participant numbers and descriptors.

DESCRIPTOR	Part. #	Part. %	Staff #	Staff %	DESCRIPTOR	Part. #	Part. %	Staff #	Staff %
TOTAL	127	100%	18	100%	RESIDENCY				
MALE	55	43%	1	6%	CITY OF MADISON	15	12%		
FEMALE	72	57%	17	94%	DANE COUNTY (NOT IN CITY)	111	87%		
UNKNOWN/OTHER	0	0%	0	0%	OUTSIDE DANE COUNTY	1	1%		
					TOTAL RESIDENCY	127	100%		
					AGE				
					<2	27	21%		
					2 - 5	74	58%		
					6 - 12	26	20%		
					13 - 17	0	0%		
					18 - 29	0	0%		
					30 - 59	0	0%		
					60 - 74	0	0%		
					75 & UP	0	0%		
					TOTAL AGE	127	100%		
					RACE				
					WHITE/CAUCASIAN	41	32%	13	72%
					BLACK/AFRICAN AMERICAN	61	48%	3	17%
					ASIAN	4	3%	0	0%
					AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%
					NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%
					MULTI-RACIAL:	17	13%	1	6%
					Black/AA & White/Caucasian	17	100%	1	100%
					Asian & White/Caucasian	0	0%	0	0%
					Am Indian/Alaskan Native & White/Caucasian	0	0%	0	0%
					Am Indian/Alaskan Native & Black/AA	0	0%	0	0%
					BALANCE/OTHER	4	3%	1	6%
					TOTAL RACE	127	100%	18	100%
					ETHNICITY				
					HISPANIC OR LATINO	4	3%	1	6%
					NOT HISPANIC OR LATINO	123	97%	17	94%
					TOTAL ETHNICITY	127	100%	18	100%
					PERSONS WITH DISABILITIES	0	0%	0	0%

Part. = Participant

Note: Race and ethnic categories are stated as defined in HUD standards

ORGANIZATION:	Animal Crackers, Inc.
PROGRAM/LETTER:	Animal Crackers, Program A

PROGRAM OUTCOMES

Number of unduplicated individual participants served during 2011.	127
Total to be served in 2013.	130

Complete the following for each program outcome. No more than two outcomes per program will be reviewed.

If applying to OCS, please refer to your research and/or posted resource documents if appropriate.

Refer to the instructions for detailed descriptions of what should be included in the table below.

Outcome Objective # 1: Our objective is to stabilize the enrollment of all current and future children so we can provide high quality, continuity of care and education without interruption.

Performance Indicator(s): 75% of current population of children will maintain one uninterrupted year of care and education provided by our agency's program

Proposed for 2013:	Total to be considered in	77	Targeted % to meet perf. measures	75%
	perf. measurement		Targeted # to meet perf. measure	57.75
Proposed for 2014:	Total to be considered in	77	Targeted % to meet perf. measures	75%
	perf. measurement		Targeted # to meet perf. measure	57.75

Explain the measurement tools or methods: We will be using the Department of Public instruction food enrollment records along with our agency's daily and monthly attendance reports to measure the stability of each's child's enrollment. We will also be utilizing the 5th addition Gold Standard Creative Curriculum Developmental Continuum tool to evaluate each child's developmental growth and progress. We also use the WMELS standards for all children and the MMSD 4K Benchmarks for Development and Learning for our children ages 4-5 years.

Outcome Objective # 2: Our second objective is to focus on stabilizing our preschool children's enrollment, focusing on the year before their transition into kindergarten.

Performance Indicator(s): 75% of our preschool children will maintain one uninterrupted year of care and education at our program prior to their kindergarten transition.

Proposed for 2013:	Total to be considered in	13	Targeted % to meet perf. measures	75%
	perf. measurement		Targeted # to meet perf. measure	9.75
Proposed for 2014:	Total to be considered in	13	Targeted % to meet perf. measures	75%
	perf. measurement		Targeted # to meet perf. measure	9.75

Explain the measurement tools or methods: We will be using the Department of Public Instruction food enrollment records along with our agency's daily and monthly attendance records to measure and monitor the stability of each child's enrollment. We will also be utilizing the 5th addition Gold Standard Creative Curriculum Developmental Continuum tool to evaluate each child's developmental growth and progress. We also use the WMELS standards for all children and the MMSD 4K Benchmark for Development and Learning for our children ages 4-5 years.

ORGANIZATION:	Animal Crackers, Inc.
PROGRAM/LETTER:	A Animal Crackers, Inc.

10. PROGRAM BUDGET

a. 2012 BUDGETED

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	35,000	0	25,000	10,000	0
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	632,480	632,480	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	152,241	0	72,522	78,929	790
OTHER	0	0	0	0	0
TOTAL REVENUE	819,721	632,480	97,522	88,929	790

b. 2013 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	35,000	0	25,000	10,000	0
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	639,167	584,167	55,000	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	156,047	52,797	22,098	81,152	0
OTHER**	0	0	0	0	0
TOTAL REVENUE	830,214	636,964	102,098	91,152	0

*OTHER GOVT 2013

Source	Amount	Terms
DPI Food Program	35,000	used for the agency's food program
Madison Metropolitan School	20,000	used for the agency's educational program
Dane County Human Services	584,167	County Tuition payments for children through W2 used for program budget
	0	
	0	
TOTAL	639,167	

**OTHER 2013

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

ORGANIZATION:	Animal Crackers, Inc.
PROGRAM/LETTER:	A Animal Crackers, Inc.

11. 2014 PROGRAM CHANGE EXPLANATION

Complete only if you are requesting more than your 2013 request.

Note: Additional funding should only be requested where services or programming will change or expand in the second year.

a. PROGRAM UPDATE: If requesting more than 2013, describe any major changes being proposed for the program/service in 2014, i.e., expansions or narrowing in target population, scope and level of services, geographic area to be served, etc.).

200 characters (w ith spaces) (2 lines max.)

b. 2014 COST EXPLANATION

Complete only if significant financial changes are anticipated between 2013-2014.

Explain specifically, by revenue source, any significant financial changes that you anticipate between 2013 and 2014.

For example: unusual cost increases, program expansion or loss of revenue.

200 characters (w ith spaces) (2 lines max.)

c. 2014 PROPOSED BUDGET

REVENUE SOURCE	BUDGET TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	0	0	0	0	0
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER**	0	0	0	0	0
TOTAL REVENUE	0	0	0	0	0

*OTHER GOVT 2014

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

**OTHER 2014

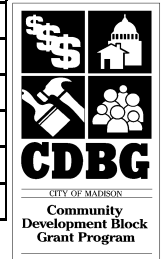
Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

APPLICATION FOR 2013-2014 FUNDS



1. AGENCY CONTACT INFORMATION

Organization	Animal Crackers, Inc.	
Mailing Address	6402 Hammersley Road Madison, WI 53711	
Telephone	608-277-9990	
FAX	608-277-9991	
Admin Contact	Christie Howell-Yrios	
Financial Contact	Christie Howell-Yrios	
Website	animalcrackersinc.org	
Email Address	yrios@charter.net	
Legal Status	Private: Non-Profit	
Federal EIN:	39-1639970	
State CN:	ES34564	
DUNS #	883581472	



2. SIGNATURE PAGE

AFFIRMATIVE ACTION

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at www.cityofmadison.com/dcr/aaForms.cfm.

LIVING WAGE ORDINANCE

If funded, applicant hereby agrees to comply with City of Madison Ordinance 4.20. The Madison Living Wage for 2013 will be **\$12.19 (hourly)**. This reflects a 3% increase over Madison Living Wage for 2012, and is consistent with prior annual increases.

CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at (608) 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

3. SIGNATURE

Enter name:

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above

DATE

AGENCY CONTACT INFORMATION

ORGANIZATION **Animal Crackers, Inc.**

1. AGENCY CONTACT INFORMATION

A	Animal Crackers, Inc.	OCS: Children and Families A1: Child Care (ECCEC)										
	Contact:	Christie Howell-Yrios	New Prg?	No	Phone:	608-277-9990	Email:	yrrios@charter.net				
B	Program B	Select an Objective Statement from the Drop-Down										
	Contact:		New Prg?		Phone:		Email:					
C	Program C	Select an Objective Statement from the Drop-Down										
	Contact:		New Prg?		Phone:		Email:					
D	Program D	Select an Objective Statement from the Drop-Down										
	Contact:		New Prg?		Phone:		Email:					
E	Program E	Select an Objective Statement from the Drop-Down										
	Contact:		New Prg?		Phone:		Email:					
F	Program F	Select an Objective Statement from the Drop-Down										
	Contact:		New Prg?		Phone:		Email:					
G	Program G	Select an Objective Statement from the Drop-Down										
	Contact:		New Prg?		Phone:		Email:					
H	Program H	Select an Objective Statement from the Drop-Down										
	Contact:		New Prg?		Phone:		Email:					

2. AGENCY REVENUE DETAILED BY PROGRAM

REVENUE SOURCE	2011 ACTUAL	2012 BUDGET	2013-14 PROPOSED	2013-14 PROPOSED PROGRAMS									
				A	B	C	D	E	F	G	H	Non-City	
DANE CO HUMAN SVCS	0	0	0	0	0	0	0	0	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0	0	0	0	0	0	0	0	0
MADISON-COMM SVCS	35,000	35,000	35,000	35,000	0	0	0	0	0	0	0	0	0
MADISON-CDBG	0	0	0	0	0	0	0	0	0	0	0	0	0
UNITED WAY ALLOC	0	0	0	0	0	0	0	0	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER GOVT	568,087	632,480	639,167	639,167	0	0	0	0	0	0	0	0	0
FUNDRAISING DONATIONS	690	0	0	0	0	0	0	0	0	0	0	0	0
USER FEES	147,600	152,241	156,047	156,047	0	0	0	0	0	0	0	0	0
OTHER	7,000	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUE	758,377	819,721	830,214	830,214	0	0	0	0	0	0	0	0	0

3. AGENCY ORGANIZATIONAL PROFILE

a. AGENCY MISSION STATEMENT

Animal Crackers, Inc. is dedicated to providing a safe, caring, child-centered learning environment where all children, regardless of circumstance, can learn and grow through meaningful and purposeful play.

b. AGENCY EXPERIENCE AND QUALIFICATIONS

Animal Crackers, Inc. has been providing high quality childcare, preschool and afterschool programming since 1987. We have been City of Madison Accredited since 1989 and were Nationally Accredited in 2004-2008. We were a Head Start contract program between 2006-2011. In 2011, we entered into contract with the Madison Metropolitan School District as a Model II partner to provide a 4K program for 4 year olds. Through the 4K program our agency now has many more educational opportunities for staff such as curriculum development, the Summer Institute and courses for credit. Our staff also has more direct access to educational specialists for support within the preschool classrooms for children who have and/or are currently receiving services through IEPs. The 4K program brings additional opportunities for family involvement such as parenting classes, family fun nights, book faires, outreach opportunities and positions on the school's PTO. Our 4K program has given us a working knowledge of the district's policies and procedures, which in turn helps us better prepare our preschoolers and their parents for the kindergarten transition. The 4K collaboration has provided our agency with many important components needed to support the continuity of care that we know is so important to stabilize children and their families. Our agency has worked with many important agencies over the past 25 years such as the Office of Community Services-Child Care Unit, the Department of Children and Families, the UW Madison's-Americore Program, Head Start, Joining Forces for Families, The Center for Families, the Hammersley Neighborhood Association, The Greentree and Meadow Wood Association, Bridges for Families, Birth to 3 and the local surrounding school districts. Through these partnerships, we are able to continue working with the specialists needed to maintain and improve current best practice, apply new educational research to our programming, support families, network internally with other early care and educational agencies while providing information, advocacy and support for early care outside the field. Since 2003 we have maintained a strong and stable staff, experiencing less than a 5% turnover. Our staff meet and exceed the State Licensing/City of Madison standards for education and qualifications, with all teachers spearheading leadership positions within our agency. The staff embody the mission of Animal Crackers, Inc. in their unparalleled dedication to the children, their families and the community at large. It is through the staff's strong relationships with children, their families and each other that trust and continuity of care is established. We work with a very diverse population of families and it is a main priority to build and maintain a high level of cultural respect for everyone we serve. Our Parent Board of Directors serve for multiple terms even when their individual children have graduated. We provide many opportunities for family involvement such as Board positions, committee work, volunteering on fieldtrips, family fun nights, parent events and volunteering in the classroom. We view families as partners in the care and education of their children. Our agency has worked to support all families, regardless of their socioeconomic status, involve them in every aspect of our agency and have policies and procedures that reflect this mission. Animal Crackers, Inc. has successfully supported a high population of low income families since 2000, ranging between 65%-85% while still remaining fiscally stable. Our agency is located within a neighborhood in transition. There are 462 low income housing units in the Greentree District where our agency is located. Animal Crackers, Inc. has always valued its position in the Hammersley neighborhood and has worked to become a stabilizing force for all families both within and outside the neighborhood. We understand that being part of a community that values its children and their families will support current resources while creating new options. We know that to truly stabilize families and create the continuity necessary for children to experience optimal development, we need to link the home with the school and the community at large. That is why we also hold positions on Boards whose missions are to support children and families. Animal Crackers, Inc. is part of the Madison Association of Accredited Care and Education Programs, The Dane County Association for the Education of Young Children and holds an alternate representative position on the WI Council for Children and Families (this position is held through the Madison Association of Accredited Care and Education Board). We have also recently joined the Southwest-North Neighborhood Resource Team. The Executive Director is also part of the Wisconsin Child Care Administrators Association. It is important to be part of organizations whose core missions are to educate the lay public on the importance of early education for children and the stability it can bring to families. Animal Crackers, Inc. strives to be consistent, developmentally appropriate and culturally relevant with its programming while always growing in our knowledge of research based practices and our intentionality of practice and procedure.

4. AGENCY GOVERNING BODY

How many Board meetings were held in 2011?

	9
How many Board meetings has your governing body or Board of Directors scheduled for 2012?	9
How many Board seats are indicated in your agency by-laws?	16

How many Board meetings has your governing body or Board of Directors scheduled for 2012?

How many Board seats are indicated in your agency by-laws?

Please list your current Board of Directors or your agency's governing body.

Name	Lynn Jacobson			
Home Address	466 South Segoe Road Madison, WI 53711			
Occupation	Scientist			
Representing	Parents			
Term of Office	Board Chair	From:	09/2010	To: 09/2012
Name	Amber Isenring-Gavin			
Home Address	125 Whitney Way Madison, WI 53711			
Occupation	Business Mgr			
Representing	Parents			
Term of Office	Board Vice Chair	From:	09/2010	To: 09/2012
Name	Rita Sheffield			
Home Address	6133 Thornberry Drive Madison, WI 53719			
Occupation	Teacher			
Representing	Parents			
Term of Office	Secretary	From:	09/2011	To: 09/2013
Name	Rebecca Muehrer			
Home Address	5248 Snapdragon Trail Fitchburg WI 53711			
Occupation	Professor			
Representing	Parents			
Term of Office	Treasurer	From:	09/2011	To: 09/2013
Name	Elizabeth Ludwig			
Home Address	4113 Winnemac Madison, WI 53711			
Occupation	Insurance Supervisor			
Representing	Parents			
Term of Office	Member at Large	From:	09/2010	To: 09/2012
Name	Steve Donovan			
Home Address	648 South Orchard Madison, WI 53715			
Occupation	Advertising Executive			
Representing	Parents			
Term of Office	Member at Large	From:	09/2010	To: 09/2012
Name	Jessica Martin			
Home Address	406 South Orchard Madison, WI 53715			
Occupation	IT Specialist			
Representing	Parents			
Term of Office	Member at Large	From:	01/2011	To: 01/2013
Name	Rachel Howard			
Home Address	5111 Denton Place Madison, WI 53711			
Occupation	Stay at home Mother			
Representing	Parents			
Term of Office	Member at Large	From:	01/2011	To: 01/2013

AGENCY GOVERNING BODY cont.

Name	Jon Powvens			
Home Address	3710 Stonebridge Drive Madison, WI 53719			
Occupation	Contractor			
Representing	Parents			
Term of Office	Member at Large	From:	01/2012	To: 01/2014
Name	Tiffany Douglas			
Home Address	6314 Hammersley Road Madison, WI 53711			
Occupation	Teacher			
Representing	Staff			
Term of Office	Staff Representative	From:	09/2011	To: 09/2013
Name	Shalander Byas			
Home Address	6405 White Pine Way Fitchburg, WI 53719			
Occupation	Teacher			
Representing	Staff			
Term of Office	Staff Representative	From:	09/2011	To:
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office	4113	From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy

AGENCY GOVERNING BODY cont.

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

5. STAFF-BOARD-VOLUNTEER DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current staff, board and volunteers.

Refer to application instructions for definitions. You will receive an "ERROR" until completing the demographic information.

DESCRIPTOR	STAFF		BOARD		VOLUNTEER	
	Number	Percent	Number	Percent	Number	Percent
TOTAL	19	100%	11	100%	0	0%
GENDER						
MALE	0	0%	2	18%	0	0%
FEMALE	19	100%	9	82%	0	0%
UNKNOWN/OTHER	0	0%	0	0%	0	0%
TOTAL GENDER	19	100%	11	100%	0	0%
AGE						
LESS THAN 18 YRS	0	0%	0	0%	0	0%
18-59 YRS	18	95%	11	100%	0	0%
60 AND OLDER	1	5%	0	0%	0	0%
TOTAL AGE	19	100%	11	100%	0	0%
RACE*						0
WHITE/CAUCASIAN	13	68%	9	82%	0	0%
BLACK/AFRICAN AMERICAN	3	16%	2	18%	0	0%
ASIAN	0	0%	0	0%	0	0%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	0	0%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0	0%
MULTI-RACIAL:	1	5%	0	0%	0	0%
Black/AA & White/Caucasian	1	100%	0	0%	0	0%
Asian & White/Caucasian	0	0%	0	0%	0	0%
Am Indian/Alaskan Native & White/Caucasian	0	0%	0	0%	0	0%
Am Indian/Alaskan Native & Black/AA	0	0%	0	0%	0	0%
BALANCE/OTHER	2	11%	0	0%	0	0%
TOTAL RACE	19	100%	11	100%	0	0%
ETHNICITY						
HISPANIC OR LATINO	2	11%	0	0%	0	0%
NOT HISPANIC OR LATINO	17	89%	11	100%	0	0%
TOTAL ETHNICITY	19	100%	11	100%	0	0%
PERSONS WITH DISABILITIES	0	0%	0	0%	0	0%

*These categories are identified in HUD standards.

6. AGENCY EXPENSE BUDGET

This chart describes your agency's total expense budget for 3 separate years.

Where possible, use audited figures for 2011 Actual.

The subtotals for the 2012 BUDGET and 2013-14 PROPOSED must equal the amounts entered in the ACCOUNT CATEGORIES on the NonCityBudget and program budget worksheets. The "ERROR" message appears until the sum of the line items equals the amount of the subtotals that have aggregated from your NonCityBudget and program budget worksheets.

Account Description	2011 ACTUAL	2012 BUDGET	2013-14 PROPOSED
A. PERSONNEL			
Salary	466,743	511,206	524,841
Taxes	37,245	40,385	41,462
Benefits	25,129	80,889	70,661
SUBTOTAL A.	529,117	632,480	636,964
B. OPERATING			
All "Operating" Costs	115,546	97,522	102,098
SUBTOTAL B.	115,546	97,522	102,098
C. SPACE			
Rent/Utilities/Maintenance	58,847	32,019	33,152
Mortgage (P&I) / Depreciation / Taxes	54,867	56,910	58,000
SUBTOTAL C.	113,714	88,929	91,152
D. SPECIAL COSTS			
Assistance to Individuals	0	0	0
Subcontracts, etc.	0	0	0
Affiliation Dues	0	790	0
Capital Expenditure	0	0	0
Other:	0	0	0
SUBTOTAL D.	0	790	0
SPECIAL COSTS LESS CAPITAL EXPENDITURE	0	790	0
TOTAL OPERATING EXPENSES	758,377	819,721	830,214
E. TOTAL CAPITAL EXPENDITURES	0	0	0

7. PERSONNEL DATA: List Percent of Staff Turnover

5.0%

Divide the number of resignations or terminations in calendar year 2011 by total number of budgeted positions.

Do not include seasonal positions. Explain if you had a 20% or more turnover rate in a certain staff position/category.

Discuss any other noteworthy staff retention issues, or policies to reduce staff turnover.

Animal Crackers, Inc. is dedicated to providing its personnel with a workplace that values input, involves staff in decision making and practices strength based leadership. Our staff have a vote on the Parent Board of Directors, a budget line item for continuing education, health/dental benefits, reduced childcare tuition, longevity bonuses and a generous time off package. 85% of the Animal Crackers, Inc.'s overall working budget is dedicated to personnel.

8. PERSONNEL DATA: Personnel Schedule

a. Personnel Schedule

List each staff position by title. Seasonal Employees should be entered in seasonal section. Indicate if the position meets the Living Wage Exception with an asterisk (*).

Indicate the number of 2013 Proposed Full-Time Equivalents (FTEs) in each staff position, across all agency programs.

Indicate the total salaries for all FTEs in that staff position. **Do NOT include payroll taxes or benefits in this table.**

Indicate base hourly wage for each position. **All positions in city funded programs must meet City Living Wage requirements.**

The Madison Living Wage for 2013 will be **\$12.19 (hourly)**.

Staff Position/Category	2012		2013-14		Hourly Wage	2013-14 PROPOSED FTEs DISTRIBUTED BY PROGRAM									
	Est. FTE	Est. Salary	Proposed FTE	Proposed Salary		A	B	C	D	E	F	G	H	Non-City	
						FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Lead Teacher	1.00	32,344	1.00	32,344	15.55	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	1.00	24,585	1.00	25,355	12.19	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	1.00	24,585	1.00	25,355	12.19	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Lead Teacher	1.00	24,960	1.00	25,750	12.38	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	0.25	6,146	0.25	6,437	12.19	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Lead Teacher	1.00	32,344	1.00	32,344	15.55	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Lead Teacher	1.00	24,960	1.00	25,750	12.38	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	1.00	24,585	1.00	25,750	12.19	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Office Assistant	0.50	12,292	0.50	12,875	12.19	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	1.00	24,585	1.00	25,750	12.19	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Lead Teacher	1.00	26,020	1.00	26,416	12.70	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	1.00	24,585	1.00	25,750	12.19	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Food Programmer	0.75	19,983	0.75	20,280	13.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	1.00	26,020	1.00	27,040	13.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Lead Teacher	1.00	24,585	1.00	25,355	12.19	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	1.00	24,585	1.00	25,355	12.19	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	1.00	24,585	1.00	25,355	12.19	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	0.50	12,292	0.50	12,875	12.19	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	1.00	24,585	1.00	25,355	12.19	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assistant Teacher	1.00	24,585	1.00	25,355	12.19	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Director	1.00	47,995	1.00	47,995	23.07	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL	19.00	511,206	19.00	524,841		19.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL PERSONNEL COSTS:				524,841											

b. Seasonal Employees

Seasonal/Project Employee ONLY	Nbr of Weeks	Total Hours	Hourly Wage	Seasonal Earnings		A	B	C	D	E	F	G	H	Non-City
						# HRS	# HRS	# HRS	# HRS	# HRS	# HRS	# HRS	# HRS	# HRS
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0	0		0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

PROPOSAL REVIEW: Staff Review for 2013-2014
For Community Resources Proposals to be Submitted to the
Community Services Committee, Early Childhood Care and Education Committee
and Committee on Aging

1. **Program Name:** A. Great Beginnings: Verona Rd
2. **Agency Name:** Dane County Parent Council
3. **Requested Amounts:** 2013: \$38,562
2014: \$41,062 **Prior Year Level: \$36,062**
4. **Project Type:** New **Continuing**
5. **Framework Plan Objective Most Directly Addressed by Proposed by Activity:**
 I. Youth Priority **VI Children & Families**
 II. Access **VII Seniors**
 III Crisis

Comment: Fits within section VI Children & Families - Direct quality affordable child care.

6. **Anticipated Accomplishments (Proposed Service Goals)**

To serve 60 unduplicated infants and toddlers in the Allied neighborhood. Children in attendance over 4 months will demonstrate age appropriate outcomes in social/ emotional and cognitive development.

7. **To what extent does the proposal meet the Objectives of the Community Development Division, Community Resources Program Goals and Objectives for 2013-2014?**

Staff Comments: Priority A1. Provision of affordable, stable, quality care for low-income or homeless children. Clearly meets the objective of providing quality care to low income children. This program has an enrollment of 100% children from low income families.

8. **Does the proposal incorporate an innovative and/or research based program design?**

Staff Comments: The program has based its practices on the Head Start National Standards as well as research in providing high quality care (teacher qualifications, low staff to child ratios and continuity of care. The proposal also follows the standards set forth by the City of Madison Accreditation and the Wisconsin Model Early Learning Standards.

9. **Does the proposal include service goals and outcome objectives that are realistic and measurable and are likely to be achieved within the proposed timeline? What will be the impact on the identified need or problem?**

Staff Comments: Goals and outcome objectives are both realistic and measurable with direct impact on the children by providing a consistent quality programming. The program will use attendance records and assessment to monitor children's progress. This funding will stabilize care for children and families by reducing gaps in WI Shares funding and families ability to continue in quality care.

10. **Does the agency, staff and/or Board experience, qualifications, past performance and capacity indicate probable success of the proposal?**

Staff Comments: The agency, staff and board have a strong commitment to provide quality care to the Allied neighborhood. DCPC has shown capacity to provide quality programming in multi-county area. Staff meet state and Madison accreditation requirements for education and experience. The program surpassed service goals cited in 2011 contract. The board list submitted appears to be out of date. A new list will be incorporated in any new contract.

11. Is the agency's proposed budget reasonable and realistic, able to leverage additional resources, and demonstrate sound fiscal planning and management?

Staff Comments: The budget is reasonable and realistic, leverages all possible funding streams (WI Shares, Child and Adult Care Food Program, Head Start and Early Head Start funds, Madison Child Care Assistance and partnerships with support services.) There are errors in the agency expense budget.

12. Does the agency's proposal demonstrate efforts and success at securing a diverse array of support, including volunteers, in-kind support and securing partnerships with agencies and community groups?

Staff Comments: The families of the program volunteer their time by sharing meals with the children and helping with family programs. A large component of funding for the organization relies on In-Kind donations from the public (volunteers, donations and monetary donations.) The program also collaborates with area resources such as Joining Forces for Families, Imagine a Child's Capacity, Birth – 3/ Bridges, UW Health and the Boys and Girls Clubs.

13. To what extent does the applicant propose services that are accessible and appropriate to the needs of low income individuals, culturally diverse populations and/or populations with specific language barriers and/or physical or mental disabilities?

Staff Comments: The services provided benefit 100% of children enrolled that are considered low income. Spanish speaking staff help to provide services in children's home language.

Follow up questions for Agency:

Staff Recommendation

Not recommend for consideration

Recommend for consideration

Recommend with Qualifications

Suggested Qualifications: Agency expense budget needs clarification.

Program Description:

Dane County Parent Council
Great Beginnings: Verona Road

Program Synopsis

The Great Beginnings on Verona Road Center provides affordable, stable, quality child care in the Allied neighborhood.

Goal Customer / Participant Geography

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> <input type="radio"/> Crisis Intervention/ Safety <input checked="" type="radio"/> Children/Families <input type="radio"/> Workforce Preparedness <input type="radio"/> Older Adults <input type="radio"/> Access to Resources <input type="radio"/> Youth <input type="radio"/> Neighborhoods | <ul style="list-style-type: none"> <input checked="" type="radio"/> Children <input type="radio"/> Youth <input type="radio"/> Family <input type="radio"/> Older Adult | <ul style="list-style-type: none"> <input type="radio"/> County or greater <input checked="" type="radio"/> Madison <input type="radio"/> CD Target Area <input checked="" type="radio"/> Neighborhood <input checked="" type="radio"/> NRT Neighborhood |
|--|---|---|

Agency and Management History

Dane County Parent Council (DCPC) has been in existence since 1969, incorporated as a 501 C (3) agency providing services for largely low income families with young children. DCPC currently provides a large variety of complimentary child development and family support programs. The agency employs about 280 employees, has a budget of 12 million and provides programming in 19 sites throughout Madison, Dane County and Green County. The agency also serves 182 children and their families through home visitation models in both Dane and Green Counties. DCPC has worked hard to increase the qualifications and professionalism of its staff and the quality of the programming. All of DCPC's Madison sites are City Accredited; the agency incorporates best practices, utilizes many professional development training opportunities to maintain and enhance the abilities of staff, and uses specialists to augment our services. All Madison preschool sites will have a DPI Lead Teacher by the fall of 2011, 5 remaining sites have AA Early Childhood degreed staff. Infant/toddler site staff has a combination of AA and EC degrees. Maintaining Accreditation, ensuring license and Head Start Performance Standard compliance plus highly qualified teachers will contribute to the success of the PEP/Wee Start/GBVR program.

Benchmarks/Outcome Measure to comparable Projects

80% of enrollment will be families from the Allied neighborhood area, and infants and toddlers enrolled for more than four months will demonstrate cognitive and social-emotional development that is appropriate for their age level.

Enrollment records will be used to track usage, demographics, residence and family characteristics. Each child will be given an assessment using the Hawaiian early Learning Profile, HELP tool, at 4 month intervals.

Performance History	2009	2010	2011	2012 (est.)
# of participants			71	60
CD funds expended	\$36,062	\$36,062	\$36,062	\$36,062

Sources: CR Allocations, Agency Service Reports

Program Development

The center is in the Allied neighborhood and responds to the City's desire to have high quality, accredited Infant/Toddler child care in that neighborhood. Great Beginnings provides accredited infant/toddler care for 36 babies whose families are primarily from the Allied neighborhood.

Program Design

Great Beginnings Verona Road's early childhood and educational intervention services for babies/toddlers is provided by highly qualified caregivers, appropriate ratios are strictly adhered to, excellent environments are well maintained and equipped with a large variety of both developmental equipment and materials. A daily plan includes time with the parent during transition, both internal and external activities for all children, two meals and a snack for toddlers, regular health and sanitation maintenance and special time with the infant/toddler's primary caregiver. These are the highlights of programming that has been found by research in the field of early childhood to have the greatest impact on the future success of this population of young children. As infants are less able to adapt comfortably to changes in their care, continuity of care is extremely important to their development and well being.

Reward

High quality infant/toddler child care will be available for families in the Allied neighborhood.

Risk

Public funds may be decreased based on other priorities.

ORGANIZATION:	Dane County Parent Council, Inc.
PROGRAM/LETTER:	A Great Beginnings Verona Road
OBJECTIVE STATEMENTS:	OCS: Children and Families A1: Child Care (ECCEC)

DESCRIPTION OF SERVICES

1. NEED FOR PROGRAM: Please identify local community need or gap in service that the proposed program will address.

The Great Beginnings Child Care Center on Verona Road addresses the City of Madison's Children & Families Goal: Ensure that children and their families have access to developmentally appropriate, quality, affordable child care. Assist and educate parents/guardians, child care providers and the community to prepare Madison's children for optimal growth and development. The objectives addressed in this proposal; A1. Provide for the availability of affordable, stable, quality child care for low-income or homeless children with emphasis on full-time programming. The center is located in the heart of in the Allied neighborhood and provides a response to the City's desire to have high quality, accredited Infant/Toddler child care in the neighborhood. Great Beginnings provides accredited infant/toddler care for 36 babies whose families are primarily from the Allied neighborhood.

2. SERVICE DESCRIPTION - Describe the service(s) provided including your expectations of the impact of your activities.

Great Beginnings Verona Road provides early childhood and educational intervention services for infants and toddlers by highly qualified caregivers. We adhere to the high standards of compliance for Head Start Performance Standards, WI Child Care Licensing and City of Madison Accreditation. Appropriate ratios are strictly monitored and high quality learning environments are well maintained and equipped with a large variety of developmental equipment and materials. A child's daily experience will include; time with the parent during transition, indoor and outdoor activities for all children, two meals and a snack for toddlers, regular health and sanitation maintenance and, most importantly, engaging time with the infant/toddler's primary caregiver. The highlights of our programming have been substantiated by research in the field of early childhood to have the greatest impact on the future success of this population of young children. Infants are less able to adapt comfortably to changes in their care, therefore, continuity of care is extremely important to their development and well-being. Our primary focus is on the healthy social emotional development of our youngest children. All staff members are trained in the importance of fostering and developing secure attachments with each child.

3. PROPOSED PROGRAM CONTRACT GOALS: Include clearly defined service goals and process objectives: number of unduplicated clients to be served, number of service hours to be provided etc.

Service goals include: (1) High quality infant/toddler child care will be available for families in the Allied neighborhood; and, (2) Infants and toddlers enrolled for more than 4 months will demonstrate cognitive and social-emotional development that is appropriate for their age level.
 GRVR will serve 60 unduplicated infants and toddlers. Service units are projected to be 93,600. (10 hours/day x 5 days /week x 52 weeks x 36 slots)

4. SERVICE HOURS: Frequency, duration of service and hours and days of service availability.

GBVR is a full day/full year program = 10 hours/day x 5 days/week x 52 weeks x 36 slots =93,600

ORGANIZATION:	Dane County Parent Council, Inc.
PROGRAM/LETTER:	A Great Beginnings Verona Road

5. POPULATION SERVED: Please describe in terms of age, income level, LEP, literacy, cognitive or physical disabilities or challenges).

GBVR serves infants and toddlers ranging from 6 weeks to 3 years of age. The children are primarily from the Allied neighborhood, are partially to fully employed and utilizing this child care center to support their child care needs. The families enrolled, represent a diverse population of African American, Caucasian, SE Asian, and Hispanic. They are low income and most qualify for the Shares Program.

6. LOCATION: Location of service and intended service area.

GBVR is located on the Verona Frontage Road near the intended service area of the Allied neighborhood. This is census track 10702.

7. OUTREACH PLAN: Describe your outreach and marketing strategies to engage your intended service population.

DCPC will recruit applicants from the Allied neighborhood through a variety of recruitment strategies including; regular communication with neighborhood service providers, collaboration with the Boys and Girls Club, fliers at our Headquarters, direct communication of Early Head Start and Early Childhood Initiative staff with community partners and currently enrolled families. Waiting lists are maintained on a computer database, and referrals are frequently received from Dane County Human Services and other community agencies working with families with young children.

8. COORDINATION: Describe how you coordinate your service delivery with other community groups or agencies.

Great Beginnings Verona Road coordinates recruitment efforts with providers in the Allied neighborhood including the Boys and Girls Club. Most enrollees utilize the Shares Program, so we coordinate with Dane County Human Services, including placement of children in protective services needing immediate care. The program works closely with DCPC's community service providers including 2 Pediatric Nurse Practitioners, from UW Hospitals, who ensure each child obtains needed health care including immunizations, early periodic well child exams and dental care as the child matures. An Infant Mental Health Consultant, observes children's early social emotional development and provides follow up and guidance to staff as needed. Special dietary plans are developed by our Nutrition Consultant for each child with allergies, or other dietary needs. Coordination with the Bridges Program provides benefit to children with special needs.

9. VOLUNTEERS: How are volunteers utilized in this program?

Great Beginnings Verona Road parents and family members volunteer through time spent in the classroom eating meals or playing with their children. They often chaperone field trips and assist with set up and clean up after Family Fun Night events.

10. Number of volunteers utilized in 2011?

75
4,108

Number of volunteer hours utilized in this program in 2011?

ORGANIZATION:	Dane County Parent Council, Inc.
PROGRAM/LETTER:	A Great Beginnings Verona Road

11. BARRIERS TO SERVICE: Are there populations that are experiencing barriers to the service you are proposing, i.e., cultural differences, language barriers and/or physical or mental impairments or disabilities? Describe the ability of proposed program to respond to the needs of diverse populations.

The primary barrier to service is the Shares Program; reductions in hours, attendance based reimbursement and close monitoring of child absences makes it difficult to work with young parents and parents who are just entering employment. Providing high quality, accredited services includes providing highly qualified staff, quality equipment and individualized programming. All of which is costly. Programs that focus their efforts to providing services to low income, subsidized clients, including families living at or below 100% of poverty are really struggling. DCPC is a trusted partner of families of all races, ethnicities and languages. These families look to us to help them survive in this economic climate yet the economic support that both we/they count on is extremely unpredictable.

12. EXPERIENCE: Please describe how your agency, and program staff experience, qualifications, and past performance will contribute to the success of the proposed program?

Dane County Parent Council (DCPC) has been in existence since 1969, incorporated as a 501 C (3) agency providing services for largely low income families with young children. DCPC currently provides a large variety of complimentary child development and family support programs. The agency employs about 310 employees, has a budget of 14 million and provides programming in 19 sites throughout Madison, Dane County and Green County. The agency also serves 182 children and their families through home visitation models in both Dane and Green Counties. DCPC has worked hard to increase the qualifications and professionalism of its staff and the quality of our programming. All of DCPC's Madison sites are City Accredited; the agency incorporates best practices, provides and utilizes quality professional development training opportunities to maintain and enhance the abilities of staff, and uses specialists to augment and enhance our services. All Madison preschool sites are staffed with a DPI Lead Teacher. Infant/toddler site staff have a combination of AA and EC degrees. Maintaining Accreditation, ensuring Child Care Licensing, complying with Head Start Performance Standard plus highly qualified teachers will contribute to the success of the Great Beginnings Verona Road program.

13. LICENSING OR ACCREDITATION: Report program licensing, accreditation or certification standards currently applied.

State of Wisconsin Child Care License Standards
 City of Madison Child Care Center Accreditation
 Head Start Performance Standards
 Wisconsin Model Early Learning Standards

14. STAFF: Program Staff: Staff Titles, FTE dedicated to this program, and required qualifications for program staff.

Staff Title	FTE	Credentials/Qualifications
Site Director	1	BS Social Work Including 36 Credits ECE Coursework
Teacher AA I/T	3	AA Early Childhood Education
Teacher Assistant I/T	5	80 Hours of ECE and Fundamentals of I/T Care Coursework
Teacher I/T	1	BS Elementary/EC Education
Center Aide	1	80 Hours of ECE and Fundamentals of I/T Care Coursework
Teacher Aide	1	40 Hours of ECE and Fundamentals of I/T Care Coursework

ORGANIZATION:	Dane County Parent Council, Inc.
PROGRAM/LETTER:	A Great Beginnings Verona Road

15. CONTRIBUTING RESEARCH

Please identify research or best practice frameworks you have utilized in developing this program.

DCPC take pride in our awareness and implementation of best practices in Early Childhood research. The Office of Head Start also develops Initiatives and develops staff training to support integration of new information into daily programming. Research has consistently demonstrated the importance of providing high quality EC programming and the positive correlation with children's performance well into their school careers. Elements that contribute to a high quality environment include teacher qualifications, low staff ratios, policies that support continuity and build on the benefits of early intervention. As DCPC serves a large population of at risk children, we are particularly aware that these children are affected more by the quality of child care than are other children. Our infant/toddler programs believe in, and utilize, to the degree possible, the research demonstrating the importance of the continuity of care. I/Ts are in the beginning stages of developing basic trust and a sense of self and are less able to adapt comfortably to changes in their care. They need warm, close, familiar relationships in a peaceful setting. Thus DCPC assigns a primary caregiver to an infant until they're 3 years old. DCPC staff are currently involved in the assessment and enhancement of the quality of teacher/child interactions as these relationships have been directly related to the child's social development. This development directly relates to the child's ability to take advantage of the educational opportunities in school. DCPC strongly believes in the critical importance of EC Accreditation and feels fortunate to have access to this input. In addition, DCPC supports many of the community goals for young children, including the guidance and values found in the Wisconsin Model Early Learning standards.

16. ACCESS FOR LOW-INCOME INDIVIDUALS AND FAMILIES

What percentage of this program's participants do you expect to be of low and/or moderate income?	100.0%
What framework do you use to determine or describe participant's or household income status? (check all that apply)	
Number of children enrolled in free and reduced lunch	
Individuals or families that report 0-50% of Dane County Median Income	
Individual or family income in relation to Federal Poverty guidelines	X
Other	X

17. HOW IS THIS INFORMATION CURRENTLY COLLECTED?

Information is collected at the time of enrollment; documentation requirements differ between funding sources. All families provide documentation of annual income, receipt of SSI, Foster Care and/or Public Assistance; families complete the Household Size Income Statement enrollment form for participation in the CACFP.

18. PLEASE DESCRIBE YOUR USER FEE STRUCTURE AND ANY ACCOMMODATIONS MADE TO ADDRESS ACCESS ISSUES FOR LOW INCOME INDIVIDUALS AND FAMILIES.

DCPC has a fee structure for each child care site; the Shares Program is applied to the established fee structure along with a co-pay from the parent. Access accommodations are made as problems occur within the Shares reimbursement to DCPC and with the untimely recertification of a family's application. In both instances DCPC attempts to maintain the continuity of care for the child and to work with the family even though we may lose money in this accommodation.

ORGANIZATION:	Dane County Parent Council, Inc.
PROGRAM/LETTER:	A Great Beginnings Verona Road

DEMOGRAPHICS

Complete the following chart for unduplicated participants served by this program in 2011. Indicate the number and percentage for the following characteristics. For new programs, please estimate projected participant numbers and descriptors.

DESCRIPTOR	Part. #	Part. %	Staff #	Staff %	DESCRIPTOR	Part. #	Part. %	Staff #	Staff %
TOTAL	70	100%	12	100%	RESIDENCY				
MALE	38	54%	0	0%	CITY OF MADISON	61	87%		
FEMALE	32	46%	12	100%	DANE COUNTY (NOT IN CITY)	9	13%		
UNKNOWN/OTHER	0	0%	0	0%	OUTSIDE DANE COUNTY	0	0%		
					TOTAL RESIDENCY	70	100%		
					AGE				
					<2	29	41%		
					2 - 5	41	59%		
					6 - 12	0	0%		
					13 - 17	0	0%		
					18 - 29	0	0%		
					30 - 59	0	0%		
					60 - 74	0	0%		
					75 & UP	0	0%		
					TOTAL AGE	70	100%		
					RACE				
					WHITE/CAUCASIAN	5	7%	9	75%
					BLACK/AFRICAN AMERICAN	26	37%	3	25%
					ASIAN	0	0%	0	0%
					AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%
					NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%
					MULTI-RACIAL:	3	4%	0	0%
					Black/AA & White/Caucasian	3	100%	0	0%
					Asian & White/Caucasian	0	0%	0	0%
					Am Indian/Alaskan Native & White/Caucasian	0	0%	0	0%
					Am Indian/Alaskan Native & Black/AA	0	0%	0	0%
					BALANCE/OTHER	36	51%	0	0%
					TOTAL RACE	70	100%	12	100%
					ETHNICITY				
					HISPANIC OR LATINO	46	66%	5	42%
					NOT HISPANIC OR LATINO	24	34%	7	58%
					TOTAL ETHNICITY	70	100%	12	100%
					PERSONS WITH DISABILITIES	4	6%	0	0%

Part. = Participant

Note: Race and ethnic categories are stated as defined in HUD standards

ORGANIZATION:	Dane County Parent Council, Inc.
PROGRAM/LETTER:	A Great Beginnings Verona Road

PROGRAM OUTCOMES

Number of unduplicated individual participants served during 2011.	70
Total to be served in 2013.	70

Complete the following for each program outcome. No more than two outcomes per program will be reviewed.

If applying to OCS, please refer to your research and/or posted resource documents if appropriate.

Refer to the instructions for detailed descriptions of what should be included in the table below.

Outcome Objective # 1:	High quality infant/toddler care will be available to families residing in the Allied neighborhood.
Performance Indicator(s):	80% of enrollment will be families from the Allied neighborhood area.

Proposed for 2013:	Total to be considered in	60	Targeted % to meet perf. measures	80%
	perf. measurement		Targeted # to meet perf. measure	48
Proposed for 2014:	Total to be considered in	60	Targeted % to meet perf. measures	83%
	perf. measurement		Targeted # to meet perf. measure	49.8

Explain the measurement tools or methods:	Enrollment records will be used to track usage, demographics, residence, and family characteristics. City of Madison Accreditation will be maintained.
---	--

Outcome Objective # 2:	Infants and toddlers enrolled for more than four months will demonstrate cognitive and social emotional development.
Performance Indicator(s):	83% of children enrolled for more than four months will show growth and developmental progress on the GOLD assessment tool in the areas of cognitive and social emotional development.

Proposed for 2013:	Total to be considered in	24	Targeted % to meet perf. measures	83%
	perf. measurement		Targeted # to meet perf. measure	19.92
Proposed for 2014:	Total to be considered in	27	Targeted % to meet perf. measures	83%
	perf. measurement		Targeted # to meet perf. measure	22.41

Explain the measurement tools or methods:	Each child will be assessed using Teaching Strategies GOLD at three points during the year.
---	---

ORGANIZATION:	Dane County Parent Council, Inc.
PROGRAM/LETTER:	A Great Beginnings Verona Road

10. PROGRAM BUDGET

a. 2012 BUDGETED

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	36,062	0		36,062	0
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	378,945	349,411	29,534	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	37,157	0	0	32,157	5,000
OTHER	0	0	0	0	0
TOTAL REVENUE	452,164	349,411	29,534	68,219	5,000

b. 2013 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	38,562	0	0	36,062	2,500
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	378,945	349,411	29,534	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	34,657	0	0	32,157	2,500
OTHER**	0	0	0	0	0
TOTAL REVENUE	452,164	349,411	29,534	68,219	5,000

*OTHER GOVT 2013

Source	Amount	Terms
WI Shares/CACFP/ EHS Base	378,945	
	0	
	0	
	0	
	0	
TOTAL	378,945	

**OTHER 2013

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

ORGANIZATION:	Dane County Parent Council, Inc.
PROGRAM/LETTER:	A Great Beginnings Verona Road

11. 2014 PROGRAM CHANGE EXPLANATION

Complete only if you are requesting more than your 2013 request.

Note: Additional funding should only be requested where services or programming will change or expand in the second year.

a. PROGRAM UPDATE: If requesting more than 2013, describe any major changes being proposed for the program/service in 2014, i.e., expansions or narrowing in target population, scope and level of services, geographic area to be served, etc.).

A significant increase in children needing emergency placement of child care services, including those in protective services.

b. 2014 COST EXPLANATION

Complete only if significant financial changes are anticipated between 2013-2014.

Explain specifically, by revenue source, any significant financial changes that you anticipate between 2013 and 2014.

For example: unusual cost increases, program expansion or loss of revenue.

An additional \$2,500 to off-set revenue loss; in 2012 we incurred \$15,000 (if you include the loss of Shares) loss by serving high risk infants in the neighborhood.

c. 2014 PROPOSED BUDGET

REVENUE SOURCE	BUDGET TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	41,062	0	0	36,062	5,000
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	378,945	349,411	29,534	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	32,157	0	0	32,157	0
OTHER**	0	0	0	0	0
TOTAL REVENUE	452,164	349,411	29,534	68,219	5,000

*OTHER GOVT 2014

Source	Amount	Terms
WI Shares/CACFP/ EHS Base	378,945	
	0	
	0	
	0	
	0	
TOTAL	378,945	

**OTHER 2014

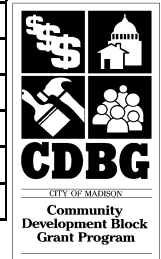
Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

APPLICATION FOR 2013-2014 FUNDS



1. AGENCY CONTACT INFORMATION

Organization	Dane County Parent Council, Inc.	
Mailing Address	2096 Red Arrow Trail, Madison, WI 53711	
Telephone	608-275-6740	
FAX	608-275-6756	
Admin Contact	Wendy Bowe	
Financial Contact	Mary Beaty	
Website	www.dpcinc.org	
Email Address	wbowe@dpcinc.org	
Legal Status	Private: Non-Profit	
Federal EIN:	39-1418945	
State CN:	13-6813	
DUNS #	124301037	



2. SIGNATURE PAGE

AFFIRMATIVE ACTION

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at www.cityofmadison.com/dcr/aaForms.cfm.

LIVING WAGE ORDINANCE

If funded, applicant hereby agrees to comply with City of Madison Ordinance 4.20. The Madison Living Wage for 2013 will be **\$12.19 (hourly)**. This reflects a 3% increase over Madison Living Wage for 2012, and is consistent with prior annual increases.

CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at (608) 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

3. SIGNATURE

Enter name:

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above

DATE

AGENCY CONTACT INFORMATION

ORGANIZATION **Dane County Parent Council, Inc.**

1. AGENCY CONTACT INFORMATION

A	Great Beginnings Verona Road	OCS: Children and Families A1: Child Care (ECCEC)										
	Contact: Traci Adams	New Prg?	No	Phone:	608-270-3485	Email:	tadams@dcpcinc.org					
B	Wingspan	OCS: Access to Resources A1: Targeted Services (CSC)										
	Contact: Annette Kornell	New Prg?	Yes	Phone:	608-275-6740	Email:	akornell@dcpcinc.org					
C		Select an Objective Statement from the Drop-Down										
	Contact:	New Prg?		Phone:		Email:						
D	Program D	Select an Objective Statement from the Drop-Down										
	Contact:	New Prg?		Phone:		Email:						
E	Program E	Select an Objective Statement from the Drop-Down										
	Contact:	New Prg?		Phone:		Email:						
F	Program F	Select an Objective Statement from the Drop-Down										
	Contact:	New Prg?		Phone:		Email:						
G	Program G	Select an Objective Statement from the Drop-Down										
	Contact:	New Prg?		Phone:		Email:						
H	Program H	Select an Objective Statement from the Drop-Down										
	Contact:	New Prg?		Phone:		Email:						

2. AGENCY REVENUE DETAILED BY PROGRAM

REVENUE SOURCE	2011 ACTUAL	2012 BUDGET	2013-14 PROPOSED	2013-14 PROPOSED PROGRAMS								Non-City	
				A	B	C	D	E	F	G	H		
DANE CO HUMAN SVCS	0	161,648	161,648	0	0	0	0	0	0	0	0	0	161,648
DANE CO CDBG	0	0	0	0	0	0	0	0	0	0	0	0	0
MADISON-COMM SVCS	36,062	36,062	63,825	38,562	25,263	0	0	0	0	0	0	0	0
MADISON-CDBG	0	0	0	0	0	0	0	0	0	0	0	0	0
UNITED WAY ALLOC	0	10,000	10,000	0	0	0	0	0	0	0	0	0	10,000
UNITED WAY DESIG	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER GOVT	355,555	9,700,209	9,700,209	378,945	0	0	0	0	0	0	0	0	9,321,264
FUNDRAISING DONATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
USER FEES	59,882	2,990,567	2,988,067	34,657	0	0	0	0	0	0	0	0	2,953,410
OTHER	866	2,370,728	2,370,728	0	0	0	0	0	0	0	0	0	2,370,728
TOTAL REVENUE	452,365	15,269,214	15,294,477	452,164	25,263	0	0	0	0	0	0	0	14,817,050

3. AGENCY ORGANIZATIONAL PROFILE

a. AGENCY MISSION STATEMENT

Dane County Parent Council is dedicated to enhancing the quality of life for children and families through advocacy, exemplary child development programming, meaningful family support, and strong, effective leadership.

b. AGENCY EXPERIENCE AND QUALIFICATIONS

Dane County Parent Council (DCPC) has been in existence since 1969, incorporated as a 501 C (3) agency providing services for largely low income families with young children. DCPC currently provides a large variety of complimentary child development and family support programs. The agency employs about 310 employees, has a budget of 14 million and provides programming in 19 sites throughout Madison, Dane County and Green County. The agency also serves 182 children and their families through home visitation models in both Dane and Green Counties. DCPC has worked hard to increase the qualifications and professionalism of its staff and the quality of our programming. All of DCPC's Madison sites are City Accredited; the agency incorporates best practices, provides and utilizes quality professional development training opportunities to maintain and enhance the abilities of staff, and uses specialists to augment and enhance our services. All Madison preschool sites are staffed with a DPI Lead Teacher. Infant/toddler site staff have a combination of AA and EC degrees. Maintaining Accreditation, ensuring Child Care Licensing, complying with Head Start Performance Standard plus highly qualified teachers will contribute to the success of Dane County Parent Council, Inc.

4. AGENCY GOVERNING BODY

How many Board meetings were held in 2011?	11
How many Board meetings has your governing body or Board of Directors scheduled for 2012?	11
How many Board seats are indicated in your agency by-laws?	8

Please list your current Board of Directors or your agency's governing body.

Name	Reginald Emshoff			
Home Address	360 West Washington Ave, #307, Madison, WI 53703			
Occupation	Attorney/Financial Management			
Representing	President			
Term of Office		From:	01/1978	To: Present
Name	James Nabak			
Home Address	2005 Vondron Road, Madison, WI 53716			
Occupation	Business Management - Retail			
Representing	Treasurer/Financial Management			
Term of Office		From:	01/1979	To: Present
Name	Sue Wagner			
Home Address	637 Charles Lane, Madison, WI 53711			
Occupation	Early Childhood Teacher			
Representing	Early Childhood Education and Development			
Term of Office		From:	01/2006	To: Present
Name	Annie Odem			
Home Address	309 Sauk Creek Drive, Madison WI 53717			
Occupation	Retired Public School Administrator			
Representing	Early Childhood Education and Cultural Diversity			
Term of Office		From:	01/2008	To: Present
Name	Tom Buresh			
Home Address	W5620 Spring Valley Road, New Glarus, WI 53717			
Occupation	Certified Public Accountant			
Representing	Financial Management			
Term of Office		From:	11/2010	To: Present
Name	Jonathan Bader			
Home Address	1310 Mendota Street, Suite 107, Madison, WI 53714			
Occupation	Program Manager-Wisconsin Community Action Agency			
Representing	Community Representative			
Term of Office		From:	09/2012	To: Present
Name	Wendy Bowe			
Home Address	124 Second Street, Baraboo, WI 53913-2474			
Occupation	Education Specialist Region V			
Representing	Early Childhood Education			
Term of Office		From:	09/2011	To: 04/2012
Name	Connie Lent			
Home Address	154 Corry Street, Madison, WI 53704			
Occupation	Early Childhood Education - Post Secondary Education Instructor			
Representing	Satellite Representative			
Term of Office		From:	10/2011	To: Present

AGENCY GOVERNING BODY cont.

Name	Kari Gray				
Home Address	233 Swanton Road, #6, Madison, WI 53714				
Occupation	Parent				
Representing	Head Start Policy Council Representative				
Term of Office		From:	11/2011	To:	Present
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy

AGENCY GOVERNING BODY cont.

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

Name

Home Address

Occupation

Representing

Term of Office

From: mm/yyyy

To: mm/yyyy

5. STAFF-BOARD-VOLUNTEER DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current staff, board and volunteers.

Refer to application instructions for definitions. You will receive an "ERROR" until completing the demographic information.

DESCRIPTOR	STAFF		BOARD		VOLUNTEER	
	Number	Percent	Number	Percent	Number	Percent
TOTAL	303	100%	9	100%	2,092	100%
GENDER						
MALE	31	10%	4	44%	293	14%
FEMALE	272	90%	5	56%	1,799	86%
UNKNOWN/OTHER	0	0%	0	0%	0	0%
TOTAL GENDER	303	100%	9	100%	2,092	100%
AGE						
LESS THAN 18 YRS	0	0%	0	0%	42	2%
18-59 YRS	273	90%	5	56%	1,987	95%
60 AND OLDER	30	10%	4	44%	63	3%
TOTAL AGE	303	100%	9	100%	2,092	100%
RACE*						0
WHITE/CAUCASIAN	266	88%	8	89%	1,757	84%
BLACK/AFRICAN AMERICAN	28	9%	1	11%	251	12%
ASIAN	7	2%	0	0%	42	2%
AMERICAN INDIAN/ALASKAN NATIVE	2	1%	0	0%	21	1%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0	0%
MULTI-RACIAL:	0	0%	0	0%	0	0%
Black/AA & White/Caucasian	0	0%	0	0%	0	0%
Asian & White/Caucasian	0	0%	0	0%	0	0%
Am Indian/Alaskan Native & White/Caucasian	0	0%	0	0%	0	0%
Am Indian/Alaskan Native & Black/AA	0	0%	0	0%	0	0%
BALANCE/OTHER	0	0%	0	0%	21	1%
TOTAL RACE	303	100%	9	100%	2,092	100%
ETHNICITY						
HISPANIC OR LATINO	58	19%	0	0%	314	15%
NOT HISPANIC OR LATINO	245	81%	9	100%	1,778	85%
TOTAL ETHNICITY	303	100%	9	100%	2,092	100%
PERSONS WITH DISABILITIES	3	1%	0	0%	8	0%

*These categories are identified in HUD standards.

6. AGENCY EXPENSE BUDGET

This chart describes your agency's total expense budget for 3 separate years.

Where possible, use audited figures for 2011 Actual.

The subtotals for the 2012 BUDGET and 2013-14 PROPOSED must equal the amounts entered in the ACCOUNT CATEGORIES on the NonCityBudget and program budget worksheets. The "ERROR" message appears until the sum of the line items equals the amount of the subtotals that have aggregated from your NonCityBudget and program budget worksheets.

Account Description	2011 ACTUAL	2012 BUDGET	2013-14 PROPOSED
A. PERSONNEL			
Salary	275,274	259,515	277,089
Taxes	31,812	31,698	33,789
Benefits	41,107	58,198	61,818
SUBTOTAL A.	348,192	10,436,911	10,460,197
		ERROR	ERROR
B. OPERATING			
All "Operating" Costs	78,416	29,534	31,511
SUBTOTAL B.	78,416	3,286,372	3,288,349
		ERROR	ERROR
C. SPACE			
Rent/Utilities/Maintenance	67,052	68,219	68,219
Mortgage (P&I) / Depreciation / Taxes	0	0	0
SUBTOTAL C.	67,052	936,385	936,385
		ERROR	ERROR
D. SPECIAL COSTS			
Assistance to Individuals	1,977	5,000	5,000
Subcontracts, etc.	0	0	0
Affiliation Dues	0	0	0
Capital Expenditure	0	0	0
Other:	0	0	0
SUBTOTAL D.	1,977	609,546	609,546
		ERROR	ERROR
SPECIAL COSTS LESS CAPITAL EXPENDITURE	1,977	609,546	609,546
TOTAL OPERATING EXPENSES	495,638	15,269,214	15,294,477
E. TOTAL CAPITAL EXPENDITURES	0	0	0

7. PERSONNEL DATA: List Percent of Staff Turnover

0.0%

Divide the number of resignations or terminations in calendar year 2011 by total number of budgeted positions.

Do not include seasonal positions. Explain if you had a 20% or more turnover rate in a certain staff position/category.

Discuss any other noteworthy staff retention issues, or policies to reduce staff turnover.

600 characters (with spaces) (6 lines max.)

8. PERSONNEL DATA: Personnel Schedule

a. Personnel Schedule

List each staff position by title. Seasonal Employees should be entered in seasonal section. Indicate if the position meets the Living Wage Exception with an asterisk (*).

Indicate the number of 2013 Proposed Full-Time Equivalents (FTEs) in each staff position, across all agency programs.

Indicate the total salaries for all FTEs in that staff position. **Do NOT include payroll taxes or benefits in this table.**

Indicate base hourly wage for each position. **All positions in city funded programs must meet City Living Wage requirements.**

The Madison Living Wage for 2013 will be **\$12.19 (hourly)**.

Staff Position/Category	2012		2013-14		Hourly Wage	2013-14 PROPOSED FTEs DISTRIBUTED BY PROGRAM									
	Est. FTE	Est. Salary	Proposed FTE	Proposed Salary		A	B	C	D	E	F	G	H	Non-City	
						FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	
Site Director	1.00	0	1.00	35,069	16.86	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Teacher Asst-I/T(3 level)	1.00	0	1.00	22,090	10.62	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Teacher-I/T (AA)	1.00	0	1.00	31,325	15.06	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Center Aide	1.00	0	1.00	21,008	10.10	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Flt Teach Aide-I/T(2leve)	1.00	0	1.00	21,528	10.35	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Teacher Asst-I/T(3 level)	1.00	0	1.00	22,069	10.61	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Teacher I/T (DPI)	1.00	0	1.00	33,030	15.88	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Teacher-I/T (AA)	1.00	0	1.00	31,158	14.98	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Sub Teach Asst-I/T(3leve)	0.25	0	0.25	5,517	10.61	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Teacher Asst-I/T(3 level)	1.00	0	1.00	26,478	12.73	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Teacher Aide-I/T(1 Level)	1.00	0	1.00	20,966	10.08	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Teacher I/T	1.00	0	1.00	31,158	14.98	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Teacher Asst-I/T(3 level)	1.00	0	1.00	22,069	10.61	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Child Developmnt Director	0.25	0	0.25	11,505	22.13	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Teacher Asst-I/T(3 level)	1.00	0	1.00	22,214	10.68	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
*CACFP/EHS Base Grant supports a	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
share of salary costs/entry level	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
**Hrly wage < \$12.19 are entry level	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
to promote employability of parents	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Family Child Care Consultant	0.00	0	0.50	14,217	13.67	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
FCC Consultant-ASQ Assessment	0.00	0	0.03	711	13.67	0.00	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Satellite Director	0.00	0	0.05	2,250	21.63	0.00	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Child Care Providers	0.00	0	0.01	397	13.24	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL	13.50	0	14.09	374,760		13.50	0.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL PERSONNEL COSTS:				374,760											

b. Seasonal Employees

Seasonal/Project Employee ONLY	Nbr of Weeks	Total Hours	Hourly Wage	Seasonal Earnings		A	B	C	D	E	F	G	H	Non-City
						# HRS	# HRS	# HRS	# HRS	# HRS	# HRS	# HRS	# HRS	# HRS
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0	0		0		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00