

CDD 2013-14 Application Q and A

Please complete and submit this form to cddapplications@cityofmadison.com no later than **noon on Monday, July 2, 2012**. Completed form can also be faxed it to our office at 261-9626.

Agency Name:	Community Coordinated Child Care (4-Cs)	
Program Name:	Launching Into Literacy and Math	
Committee:	<input checked="" type="checkbox"/> Early Childhood Care and Education Committee <input type="checkbox"/> Committee on Aging <input type="checkbox"/> Community Services Committee <input type="checkbox"/> Community Development Block Grant Committee <input type="checkbox"/> Conference Committee	
Program Area:	VI: Children and Families	
Priority:	C1: Professional Development	
Committee Question 1:		
State clearly the number of participants: 476? 450? (Program reaches a great many providers and is planned well in advance)		
Agency Answer 1:	Agency staff providing Answer 1:	Kirsten Suer
In 2011, 474 participants attended, for 2012, the goal is for 450 participants to attend.		
Committee Question 2:		
What actually is 4Cs role? Coordination/planning meetings?		
Agency Answer 2:	Agency staff providing Answer 2:	Kirsten Suer
4-C is responsible for processing all conference payments and registrations, processing and awarding scholarships, hosting the planning meetings, having key staff attend monthly planning and committee meetings, as well as attend the conference days and provide on-site registration assistance and host the break-out sessions.		
Committee Question 3:		
What does budget request actually support?		
Agency Answer 3:	Agency staff providing Answer 3:	Kirsten Suer
The budget request supports the staff who will process over 400 registrations, including tracking and maintaining the database of individual requests for workshop sessions and demographic information, as well the ability for our staff to attend the planning and committee meetings and the conference days. Attending the meetings is key, as we provide administrative support to the committee and provide updates and information regarding registration information used for planning purposes. LILM is a collaborative effort among many local agencies, and 4-C has historically been the sole agency responsible for processing registrations and payments for the conference.		
Committee Question 4:		
Please explain why outcome objective measurements were lower than expected for 2011 (63% rather than 90%)		
Agency Answer 4:	Agency staff providing Answer 4:	Kirsten Suer
As stated in the year-end report, we saw a decrease in the number of evaluations that were returned following the sessions. 2011 was the first year that we utilized an online evaluation,		

whereas in past years a paper evaluation had been provided at the end of each session.

Of the over 800 participants, only 240 returned an evaluation and 159 of those reported improving their understanding and ability to provide learning experiences for young children. Some of these participants declared that they did not learn anything new, but they reported that the conference content confirmed their current knowledge.

The evaluations had also asked if there were other topics or areas of interest participants would like to see offered and the answers to these questions were used to develop the 2012 conference topics – the results of the 2012 conference are currently being tabulated. Additionally, the LILM committee is looking to change the formatting of the conference to include tracks – new providers vs. experienced providers – which may provide more information for participants so they choose sessions that meet their professional development needs. Providers are able to attend any sessions they choose, and providers may not always choose sessions that address their level of knowledge, as the sessions do not differentiate between the level of experience or knowledge needed by the participants.

We are also discussing ways to increase the number of attendees who return the evaluation, including registration incentives.

Committee Question 5:

Given the goal of closing the achievement gap, how can 4Cs involve more African American and/or Hispanic families in this program?

Agency Answer 5:

Agency staff providing Answer 5:

Kirsten Suer

LILM is meant to serve child care programs and providers, and while families are encouraged to attend, our main outreach is to the early care and education field not families.

One of the identified goals of the LILM Outreach committee is to examine how we can increase the diversity of the attendees. We are planning an outreach training this fall in a Madison neighborhood where the child care programs serve diverse populations, including high number of families that receive Wisconsin Shares. Additionally, the LILM planning committee has begun discussion for the 2013 conference sessions and will be hosting some small group discussion of previous attendees this fall to see how we can increase our responsiveness to both the African American and Hispanic child care communities – including our keynote or breakout sessions topics for the conference and whether we can make these topics more culturally responsive.

Additionally, in 2012, we started a scholarship program, which is funded through the United Way, and the scholarship information was available in English, Spanish, and Hmong. Through a mail and e-mail campaign, as well as by advertising on the LILM website and registration packets, we plan to increase awareness of these funds, particularly to underserved populations.

Committee Question 6:

Please provide hourly wage data for personnel.

Agency Answer 6:

Agency staff providing Answer 6:

Jody Bartnick

PD Manager - \$22.19

Administrative Assistant - \$13.96

Early Childhood Specialist - \$17.64

Resource Room Specialist - \$14.83		
Committee Question 7:		
Objective #2 is not stated clearly – to improve quality of the training sessions by including or adding a, b, c. Is this what the objective means? Also, how does the number of low income children attending LILM training become a measurement?		
Agency Answer 7:	Agency staff providing Answer 7:	Kirsten Suer
Young children do not attend LILM. LILM is a professional development opportunity for early care and education professionals. By providing quality professional development opportunities to child care providers who serve low income families, the goal of LILM is to increase the providers' ability to provide developmentally appropriate learning opportunities that will meet the learning needs of the children in their care, particularly in the development domains of literacy and math. While one child care provider may attend the conference, that provider works with multiple children and thus the impact of LILM is exponential above the participants as they bring evidence based practices back to their program which in turn impact developmental outcomes for the children in their program.		
Committee Question 8:		
What is being done to evaluate whether or not this program is having an effect beyond a participant rating of the sessions?		
Agency Answer 8:	Agency staff providing Answer 8:	Kirsten Suer
In 2012, the LILM planning committee has been meeting to discuss this point. In the past, this data has not been tracked, largely due to the number of participants and the funding that would be required to do so. We are discussing options for tracking the impact of LILM on attendees' practices over time, as well as whether there are ways to provide additional training opportunities or onsite consulting work with child care programs who attend.		
Questions for Additional Programs by the same agency		
Program Name:	Latino Child Care	
Program Area:	VI: Children and Families	
Priority:	C1: Professional Development	
Committee Question 1:		
Describe challenges in recruiting Latino population (or any other ethnic group) for work in family child care.		
Agency Answer 1:	Agency staff providing Answer 1:	Brianne Heidke
Often times the most challenging part of recruiting family child care providers in any ethnic group involves what that particular group's views on early childhood and child care are (for example, is child care as a profession respected or looked down on, what values do parents place on where their children are cared for, etc.). In our experience, we've found that once you understand what potential barriers might exist you can then start to work on strategies on how to overcome these. We've learned many things over the years in working with Spanish Speaking providers (compared to working with English Speaking providers) – for example: being a known and respected agency in the Latino Community creates a good foundation for potential providers to connect to us, as well as getting out into the community and connecting with other agencies.		
Committee Question 2:		

Do you have any longitudinal data on how long Latino providers stay in business?

Agency Answer 2:

Agency staff providing Answer 2:

George Hagenauer

We looked at retention as well as some variables that impacted it. In looking at retention we excluded programs that started after January 2012 since many of them are still early in the start-up mode. We also excluded providers who started before the Latino Project started in 2000. For comparison purposes we used African American providers since they face many of the same barriers other than language as Latino providers. In looking at just the number of years in business between the two groups of providers currently in business we found incredibly little difference.

Retention					
Years in Business	1	2	3 to 5	6 up	Total
African Americans	6	7	16	18	47
percent	13%	15%	35%	39%	
Latinos	7	7	19	21	54
percent	13%	13%	35%	39%	100%

In looking at closures however, for 2011 we saw some difference between the two groups. 2011 was a bad year for family child care overall. The two racial groups started out with almost the exact same number of family child care homes – but 40% of the African American homes closed as opposed to 31% of the Latino homes. The major difference was in how they closed. **About half of the African American homes had their regulation revoked – this was twice as many as the Latino providers.** Furthermore of the 7 Latino homes who were revoked in 2011 **only one** had attended any of the Latino project activities- the other chose to not avail themselves of the extra training and technical assistance.

The larger long term impact of the Latino Projects work with providers can be seen when the level of regulation is analyzed. Here is an analysis of all of the providers in both groups who started before January 2012 but are currently doing care. These include providers who started before the Latino Project began.

This is based on Providers Currently regulated that started before January 2012					
	African Americans		Latinos		
Licensed	5	13%	27	48%	
Certified	34	85%	27	48%	
Provisional	12	30%	2	4%	
Total	51	128%	56	100%	

What this shows is the impact of early (and ongoing) training and intervention on providers' long term success. All but two of the Latino providers who started in 2011 or before have moved above the provisional level as opposed to 30% of the African Americans. Almost half of the Latinos have attained licensing as opposed to 13% of the African Americans. The increase in the number of licensed providers among the Latinos also means that there are over 100 additional slots available for children among the Latino providers. Increased quality in terms of additional training, higher levels of regulation and fewer revocations is a major long term impact of the project. It is the argument for it to continue. It is also an argument for the expansion of increased technical

assistance and training for English speaking low income providers.

Committee Question 3:

Why were outcome objectives previously not met?

Agency Answer 3:

Agency staff providing Answer 3:

Brianne Heidke

In 2011, one of our two outcome objectives were not met (the other was exceeded). This outcome was specifically that 6 new Spanish Speaking individuals would become certified child care providers. In 2011, 4-C only certified 3. This is not typical of our history with the Latino Project – in 2010 we met this outcome objective at 100% and halfway through 2012 we are more than halfway to meeting this goal at 67%. That being said, although we always strive to reach if not exceed our outcome objectives, when it comes to certifying new child care providers, our emphasis always needs to be on quality and not quantity. While we had 27 Spanish Speaking individuals attend a certification orientation session in 2011, only 3 ended up making it through the certification process. This may not be entirely a negative thing as not everyone who is interested in being a family child care provider should be one.

Committee Question 4:

Please provide hourly wage data for Personnel.

Agency Answer 4:

Agency staff providing Answer 4:

Jody Bartnick

Manager - \$22.75
Bilingual Specialist - \$16.19
Bilingual Specialist - \$15.38
Administrative Assistant - \$13.73

Committee Question 5:

Please provide more detail regarding the family education component you are planning to add.

Agency Answer 5:

Agency staff providing Answer 5:

Brianne Heidke

There are several reasons that we felt the need to start including families into what we already do. We see this as helping both the providers and the parents as well as a way to potentially reach unregulated providers. 4-C has spent many years building up a pool of regulated Spanish Speaking child care providers and has spent countless hours (through both training and technical assistance) to educate them on the importance of the early childhood years and why providing a high quality child care environment fosters children's development. However, childcare is just one part of how children spend their days, their time at home with their family encompasses the rest. We know that the work the child care providers do all day long nurturing and supporting the children will have even better longtime effects if it is carried on with the family when the child goes home, providing consistency for the child. Many of the topics we teach child care providers about would be just as helpful and applicable to parents. We envision connecting to parents in various ways: through the providers who already care for their children as well as by connecting to and collaborating with various community groups, organizations, support groups, etc.

Committee Question 6:

There are concerns that when funded in the past this project was only 50% successful. What will be done to change that if funded again?

Agency Answer 6:

Agency staff providing Answer 6:

Brianne Heidke

To say that this project was only 50% successful in the past is not entirely an accurate statement –

the Latino Child Care Project has two outcome objectives – over the past two years, in 2010 both were met or exceeded; in 2011, one was exceeded and one was 50% accomplished. The section that was not met 100% in 2011 was regarding how many new child care providers were certified in the City of Madison. Halfway through 2012, we are already more than halfway to our goal at 67%. Also, see answer to question #3 regarding more specifics about why the outcome wasn't met completely.

For Committee Use Only:

Questions were sufficiently answered

Questions were not sufficiently answered

Follow up needed

Additional Information required

List of additional info needed:

Other:

CDD 2013-14 Application Q and A

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Agency Name:	Animal Crackers Inc.	
Program Name:	Animal Crackers Child Care	
Committee:	<input checked="" type="checkbox"/> Early Childhood Care and Education Committee <input type="checkbox"/> Committee on Aging <input type="checkbox"/> Community Services Committee <input type="checkbox"/> Community Development Block Grant Committee <input type="checkbox"/> Conference Committee	
Program Area:	VI: Children and Families	
Priority:	A1: Child Care	
Committee Question 1:		
Is the dual language program you're part of "Emerson" or "Emersion"?		
Agency Answer 1:	Agency staff providing Answer 1:	Christie Howell-Yrios
<p>I realized the spelling error in the original grant application; "Emerson" should have been spelled "Immersion." Our 4K Program through Madison School District worked with the Dual Language Immersion program during the '11-'12 school year and they asked our agency if we would consider hosting a 4K afternoon session for dual language learners. We said we would be very interested in pursuing this as a 4K option for children in the '12-'13 school year. The School district is currently exploring enrollment options for this program Our agency recently hired a native Spanish speaking teacher who is currently working in our Preschool classrooms and assisting us with translation, oral language and conversation skill development.</p>		
Committee Question 2:		
Why and how do you meet Head Start standards (note: you are no longer a Head Start site)?		
Agency Answer 2:	Agency staff providing Answer 2:	Christie Howell-Yrios and Jami Howsden
<p>When we were a Head Start contract agency, we adopted many of their standards related to curriculum, environment, parent educational opportunities, parent involvement, supporting IEPs, nutrition, information gathering (logs, accident reports), lesson planning, staff training and child assessment. We continue to work on adhering to these performance standards because they are effective, comprehensive and support our City Accreditation Standards. We also currently share enrollment of children who attend both our program and Head Start and network externally in recruitment of children, referrals and identifying programs for parents.</p>		
Committee Question 3:		
What is the total amount of annual budget that goes into staff child tuition? Is this amount sustainable in your budget?		
Agency Answer 3:	Agency staff providing Answer 3:	Christie Howell-Yrios
<p>Staff currently receives 50% off tuition for their first child and 10% off their second child. Our 2012 budget makes provisions for this benefit up to \$22,439.00. This is a budgeted amount and is currently not being utilized to its full extent as it is based on projection of needs. Currently this is a sustainable amount, however, as with all budget and benefit line items, it is currently being reviewed to determine whether it will continue to be a sustainable benefit in 2013 or if it will need to</p>		

be altered.

Committee Question 4:

Describe the role of the staff member on your board: does this person have an equal vote with parents?

Agency Answer 4:

Agency staff providing Answer 4:

Christie Howell-Yrios, Tiffany Douglas and Shalander Byas

Our Staff Representative position can be fulfilled by one staff person or shared between two staff people. The Staff Representative position has one vote that is equal with the Parent Board members' vote. Currently this position is shared between two staff members, Tiffany Douglas and Shalander Byas, and they share a vote. They attend monthly Board meetings by alternating their attendance every other month. The Staff Representative's role is to report to the Board all things addressed in staff meetings, classroom highlights and be available for general questions/answer and feedback. The Staff Representative then reports back at staff meetings about the Board meeting and answers staff questions as needed. Staff Representatives would also act as a support system to staff members who are going through the grievance procedure (if the staff requested assistance).

Committee Question 5:

Is there currently a clear problem with stabilization regarding Madison participants? Please document the need.

Agency Answer 5:

Agency staff providing Answer 5:

Christie Howell-Yrios

The stabilization problem is not necessarily a Madison participant issue as much as it is a low income issue. Our families that are currently in low income situations have a much greater chance of losing funding resources for their children, thus de-stabilizing them from our agency. Low income families also tend to live in short term housing situations and/or work in unstable work environments. They experience repaid fluxes in employment hours, rental agreements and tuition co-pays (for example, from March 1, 2012 to June 30, 2012 one of my parents experienced 4 co-pay fluxes that looked like this (shared with parental permission):

First Change : 3/1/12-3/31/12 the parent owed \$138.33 a week

Second Change 4/1/12-5/19/12 the parent owed \$116.46 a week

Third Change 5/20/12-7/1/12 the parent owed \$141.25 a week

Fourth Change 6/16/12-7/1/12 the parent owes \$191.68 a week.

The first 3 of these 4 changes took 10 days to process and the parent was notified after the changes took place and the 4th change was just received yesterday, so the parent now owes the difference. This is very normal for families to experience this fiscal instability. They also need to be able navigate through a very complex funding system, comply with the ever changing requirements, work with case workers who manage hundreds of cases, face long turnaround times (currently case workers have 10 days to process any changes) and be able to manage all the financial changes to their tuition funding, food stamps and medical coverage.

Committee Question 6:

Why is there no fundraising? It seems strange for the City to fund this project for multiple years in the absence of any internal fundraising effort.

Agency Answer 6:

Agency staff providing Answer 6:

Christie Howell-Yrios and Rebecca Muehrer

Up until 2009, our Center was able to fundraise money to renovate both our Preschool and Toddler Playgrounds through alumni and business donations. These efforts were driven by parents and a staff member who have since left the center. When the economy took a downturn in 2009-2012,

our alumni donations and business donations ceased. Our Parent Board has identified the need to revamp our fundraising efforts and made it a priority for 2012 and beyond. We have recruited a new Board member with fundraising experience who will join us in August, we are investigating fundraising options currently being employed at other childcare centers and we are interviewing some fundraising agencies for ideas and support. Since a majority of our families are low income, it is important to identify fundraising opportunities outside our center on a large scale.

Committee Question 7:

How does the agency know that it is improving its services?

Agency Answer 7:	Agency staff providing Answer 7:	Christie Howell-Yrios
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Our program does internal assessments such as the Early Childhood Environment Rating Scale, the Program Administration Scale, parent program evaluations, Board evaluations, staff evaluations, exit interviews (staff and families) and child assessments. We work with the Americore Program through the UW Madison-School of Ecology and are evaluated yearly through the City of Madison Child Care Unit. Last year, we began working with the Madison School District staff to look at our Preschool programs in relation to their 4K program. We use all of this data and feedback to look at our strengths and gain ideas for growth opportunities. We know we are improving when we are able to add/change areas identified as areas for improvement (i.e. curriculum) and not have them identified in a re-accreditation. We also know we are improving when we identify a need and are able to work that into our program for our children –such as adding a homework Club into our Afterschool Program. We also watch the turnover rates of our children and why it is they would leave our program, meaning are they leaving because of funding or transfers or are they leaving due to a problem with our program.

Committee Question 8:

What do the continuing education workshops/courses teach?

Agency Answer 8:	Agency staff providing Answer 8:	Christie Howell-Yrios
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Our staff participates in continuing education courses and workshops that teach a wide variety of topics needed to work effectively with children, parents and the community. These courses and workshops teach child development, SIDS and Shaken Baby Prevention, CPR/AED, Pediatric first aide, signs of child abuse and neglect, lesson planning, curriculum development, literacy and math strategies, child guidance, health and safety, partnerships with parents, sun safety, teaching language skills, supporting families who are witnesses to violence, nurturing self esteem, disease prevention through sanitation, observing, recording and assessing development, inclusion, diversity, planning workshops, outdoor environments, conflict resolution, team building, leadership skills, improving staff performance, program evaluation, succession planning, non-profit law, how to do orientations, toilet training, working with children on IEPs, afterschool and summer camp programming, administrative practices, planning for conferences, nutrition, creating schedules and routines, professionalism, working with children under stress, improving staff performance, policy writing and evaluation, anti-biased curriculum, process art opportunities, managing stress, transportation safety and emergency planning, just to name a few.

Committee Question 9:

What do you provide for toddlers?

Agency Answer 9:	Agency staff providing Answer 9:	Christie Howell-Yrios
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We serve children 6 weeks to 11 years of age. Our programming is based on the City of Madison Standards, The Wisconsin Model Early Learning Standards and the 9 Learning Domains of Creative Curriculum and their 36 components. All of these programming models include standards for all the age groups we serve. Our toddler classrooms provides the following areas for the

children; sensory play, art experiences, literacy and music opportunities, support for self help skills, hands on active learning time, making choices, time in nature, large and small motor experiences, social/emotional developmental opportunities, developing as an individual and learning to be part of a small community. This is all done at their individual developmental stages and is age appropriate. These same experiences are the scaffold they take when they transition to the Preschool Classrooms.

Committee Question 10:

Please explain turnover and its effects on your agency.

Agency Answer 10:

Agency staff providing Answer 10:

Christie Howell-Yrios

Our agency has experienced very low turnover over the past 10 years. This low turnover has enabled us to invest in ongoing education and development of staff, provided stability and continuity within our classroom teaching teams and overall staff and team development within our agency. Teachers who maintain longevity within a workplace have a greater sense of responsibility, tend to have more desire to expand their current roles through leadership opportunities and are able to develop and nurture strong bonds with the children, their parents and each other. Building and maintaining an effective, cohesive staff is extremely hard but remains the one sustainable competitive advantage an agency can have. The effects that longevity of staff has had on our agency are the development of internal trust, strong conflict resolution skills, personal commitment, accountability, adaptability and measurable results with children and families (such as the longevity of many families, Board members and children who are socially/emotionally and academically ready for the next classroom and/or their transition into the public schools). Our longevity of staff also allows us to set and achieve short term and long term goals (such as policy development, change in curriculum, addition of 4K, classroom renovation), do strategic planning and participate in programs such as SWOT and Myers-Briggs. All of these opportunities help define the staff's individual goals and see how they relate to agency goals. As the agency's Executive Director, it has always been my mantra to maximize every teacher's strength, support their areas of development, challenge them and grow new leaders in the field of Early Care and Education. Trust is the foundation from which I and the Parent Board work; most decisions are a team effort (team - meaning teachers, parents, children and community members when appropriate) and all opinions are welcome.

Committee Question 11:

What kinds of learning experiences do the children have?

Agency Answer 10:

Agency staff providing Answer 10:

Christie Howell-Yrios

Our agency's educational philosophy is to offer all children an educationally and emotionally balanced program in a safe, child-centered environment of warmth and friendliness. Our program gives all children opportunities for exploring, experimenting and questioning through hands on active learning activities. These discoveries will encourage curiosity and self expression. Our agency recognizes that all children are individuals that need opportunities to develop emotionally, cognitively, physically and socially-in accordance with their own needs and learning styles. Our goals for all children are to foster positive self-esteem, develop strong listening and communication skills, teach problem-solving and non-violent conflict resolution skills, demonstrate support for various family units, appreciate diversity, learn and practice pro-social skills and teach kindergarten readiness skills. Children have learning experiences based on and around math, literacy, language development, Spanish, science, technology, dramatic play, art, music, dance, leadership, small group activities, large group games, sensory, small and large motor play, nutrition, nature, weather, seasons, families, culture and community fieldtrips. Each classroom tailors these learning

experiences and makes them age appropriate for their children.

Committee Question 11:

The demographics section says that only 12% of the full time children they serve are from the City of Madison. That number seems to conflict with the listed number of children from the Green Tree neighborhood and, more generally, causes some concern about Madison funds being used to support care for non-Madison children. Please clarify.

Agency Answer 11:	Agency staff providing Answer 11:	Christie Howell-Yrios
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Upon review, I discovered that the numbers were accidentally reversed. The City of Madison number should read 111/87% and the Dane County number should read 15/12%. I am very sorry for this error. All other demographic numbers have been re-evaluated and are correct.

Committee Question 12:

Only 11 of 16 board seats are filled and the longest tenured people have been on for fewer than 2 years; is the Board really situated to handle its responsibilities?

Agency Answer 12:	Agency staff providing Answer 12:	Christie Howell-Yrios
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When I answered this question on the grant, I only stated each Board Members current term not their entire tenure. Many of our Board members have had a long and distinguished tenure at our agency. Lynn Jacobson has served on our Board since 2004, Steve Donovan has served since 2000, Liz Ludwig has served since 1999, Rita Sheffield has served since 2008, Rebecca Muehrer has served since 2008, Amber Isenring Gavin has served since 2009, Shalander Byas has served since 2004 and Tiffany Douglas has served since 2006. We also added a Board position, titled Past Chair, to our bylaws 4 years ago. This position was added with the intention of providing continuity between past Board Chairs and New Board Chairs for the purpose of maintain an ongoing historical perspective, training, direction, support and evaluation. We do have new Board members, Jon Powvens, Jessica Martin and Rachel Howard, who all bring a wide variety of skills, ideas and enthusiasm. I believe that our Board is more than suited to handle current and future responsibilities as all of the aforementioned Board Members have indicated that they plan to stay on for the 9/12-9/14 term and continue to work in a hands on, intentional capacity.

For Committee Use Only:

Questions were sufficiently answered

Question were not sufficiently answered

Follow up needed

Additional Information required

List of additional info needed:

Other:

CDD 2013-14 Application Q and A

Please complete and submit this form to cddapplications@cityofmadison.com no later than **noon on Monday, July 2, 2012**. Completed form can also be faxed it to our office at 261-9626.

Agency Name:	Canopy Center	
Program Name:	Families United Network (FUN)	
Committee:	<input checked="" type="checkbox"/> Early Childhood Care and Education Committee <input type="checkbox"/> Committee on Aging <input type="checkbox"/> Community Services Committee <input type="checkbox"/> Community Development Block Grant Committee <input type="checkbox"/> Conference Committee	
Program Area:	VI: Children and Families	
Priority:	A2: Parent Education	
Committee Question 1:		
In about a paragraph, can you explain how you came to use Circle of Parents as a program for Families United Network?		
Agency Answer 1:	Agency staff providing Answer 1:	Donna Fox/Emmy Lita
Canopy Center was originally affiliated with the Parents Anonymous national program. Several years ago, approximately 15 states broke away from that national office and set up a new program called Circle of Parents which was then under the auspices of Prevent Child Abuse America. Wisconsin was one of those states. Circle of Parents is very similar to the old Parents Anonymous model. As programs around the country have developed, much like at Canopy Center, the programming for children and teens has become an integral part of the model.		
Committee Question 2:		
Do you consider Head Start parent home visiting and their parent groups as potential community partners with F.U.N.?		
Agency Answer 2:	Agency staff providing Answer 2:	Donna Fox/Emmy Lita
There are many parents in Madison who need help for a variety of reasons. One place simply can't serve the wide variety of needs, so we count on others to provide parent groups for specific issues. F.U.N. often makes presentations to Head Start parents, which has led to some Head Start parents joining the F.U.N. program. The parents attending F.U.N. tend to have multiple stressors that they are dealing with and isolation is a prevalent commonality. Families in F.U.N. are able to stay in this program longer than most other programs, so we are able to help them through many developmental stages and long-term issues. In fact, other programs will often refer families to our program when their services are coming to an end, or at the end of the school year.		
Committee Question 3:		
What licensure does Canopy Center have from the state of WI? (#12 in Program Description)		
Agency Answer 3:	Agency staff providing Answer 3:	Donna Fox
Canopy Center is a licensed 501 (c)(3) organization with the State of Wisconsin		
Committee Question 4:		
Will you serve 125 unduplicated parents in 2013? How will you select the 45 parents to be measured with METPI?		

Agency Answer 4:	Agency staff providing Answer 4:	Donna Fox
We expect to serve 125 unduplicated <u>participants</u> . We estimate that 45 of them will be parents and the rest will be children/teens. The METPI scale is administered to all of the parents in the program.		
Committee Question 5:		
Although Canopy receives county funding as an agency, it does not appear the F.U.N. is county funded, why not?		
Agency Answer 5:	Agency staff providing Answer 5:	Donna Fox
Dane County has specific programming that they open for RFP each year. To date no RFP's have been issued that would cover the F.U.N. program specifically. Similarly, the Oasis program* which does receive County funding does not currently receive City of Madison funding. We would love to have County funding for F.U.N. and will continue to monitor their yearly RFP cycles to determine if appropriate funding becomes available.		
*The Oasis program provides group therapy for children who have been sexually abused by a person in their life they should have been able to trust, and for their non-offending parent(s). Dane County specifically pays for this group therapy service for child sexual abuse treatment.		
Committee Question 6:		
Why (under program outcomes) are you predicting a decrease in the number of participants (given that you are requesting a funding increase)?		
Agency Answer 6:	Agency staff providing Answer 6:	Donna Fox
In 2011 Canopy Center lost a private funder who provided \$125,000 per year for our programming. Most of those funds were directed into the F.U.N. program. After spending about ½ of our reserves in 2011 to make necessary changes and regroup, we moved, consolidated our F.U.N. program down to one evening of programming (versus two), and decreased staff in the F.U.N. program. We didn't, however, decrease the number of clients we served which has led to increased caseloads for remaining staff. In an effort to regrow this program in terms of staff support, we are asking for an increase. We are also increasing our efforts in fundraising and grant writing.		
A decrease in the number of participants is simply one way to allow current staff a manageable case load, however; the program is open for new families, with room for 4-6 families (depending on overall family size). With an increase in funding, we will be able to expand a couple positions to allow them more time to spend on families' needs.		
Committee Question 7:		
Salaries seem misaligned given responsibilities (i.e. Administration vs. teaching). Please clarify.		
Agency Answer 7:	Agency staff providing Answer 7:	Donna Fox
I think this question may be addressing the fact that we have a staff position called "Program Administrator" as a .63 FTE. When we reduced staff in this program, we reduced the Program Director from .5 down to .1 (semi-retirement). We then elevated the Family Support Specialist to a position just shy of program director while we train her in more duties. This person is responsible for the vast majority of the Program Director position, facilitates parent groups, conducts intakes, works with families outside of group on emergent issues, etc; in addition to pulling together parenting education materials that are then discussed in all of the parent groups each week.		
Committee Question 8:		
Agency is therapeutic in nature? What does support mean in this agency?		
Agency Answer 8:	Agency staff providing Answer 8:	Donna Fox/Emmy Lita

Canopy Center was established in 1977 and the first program was the Parents Anonymous parent support groups (now the F.U.N. program). Groups are at the core of our two largest programs as best practice models to help reduce isolation. The Parent Stressline also works similarly to reduce isolation on a more individual basis. Support for this agency means helping families build a support system that can follow them for many years beyond our agency involvement with a family. By providing long-term support groups, parents build trust and bonds with one another. They have a common history in being interested and concerned about one another's children and life. We know of a few parent groups who now have grown children but still connect with one another from time to time, usually when major life circumstances change – such as weddings, birth of grandchildren, deaths, etc.

Committee Question 9:

Agency meets after each session (p. 1) what do staff members learn from these sessions? Give an example of “rapid response”. What program or service changes has the staff made based on meetings and survey results?

Agency Answer 9:	Agency staff providing Answer 9:	Donna Fox/Emmy Lita
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Family members are in different groups during programming. The parent will be in her/his parent support group and their children are in various groups based on age, developmental level, and sometimes gender. The debriefing sessions after groups help pull together information on a family system to see if there are issues. For instance in a parent group, the parent may talk about something their child did that made them really mad. In the children's groups one child may talk about another kid at home getting hit but without much detail to the story. The child in question may have a mark on them but say that they fell or something that seems plausible without much other information. These details can come together to form a more complete picture of what might really be happening at home. Depending on the story that evolves, we may determine that a report to Child Protective Services is in order, and at times that means making a report immediately. That is just one scenario, but these debriefing sessions help us stay on top of the issues.

In another instance, a teen told her facilitators that she was questioning her sexuality. She hadn't told her mother yet because she was afraid of what she might say or do. This was brought to the debriefing session after group. A decision was made to have a conversation in ALL parent groups posing this type of question to the parents and asking them to think about what their response would be should their child come to them with this issue. The teen was told that this question was being posed to all parents and not just to her mother. Through this exercise the mother stated that she loved all of her kids no matter what and would be just fine with it. This allowed us to go back to the teen and help her determine if she wanted to tell her mother on her own or with a staff person there. She chose to tell her on her own and was very thankful that she could go into the conversation knowing that her mother would still love her no matter what. It also gave us good information about a lot of other parents should this issue come up again and also helped us to provide more parenting information on this subject and sexuality in general.

Committee Question 10:

What is being done to increase numbers of Hispanic and/or African American families?

Agency Answer 10:	Agency staff providing Answer 10:	Donna Fox
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We have a Latino-Families Parent Support Specialist to facilitate the parent support group for Spanish-speaking parents. This position has been crucial to maintaining this group; and recruitment of new families is ongoing, typically through word of mouth, the Parent Stressline, etc. We have always had African American families in the program and many of our parents help to welcome new families.

In looking at the demographics within Madison, we find that 75.66% are white, 7.07% are Black/African American, 6.83% are Hispanic, and 2.55% are bi- or multi-racial (per 2010 Census).

The demographics within this program report 72% are white (keep in mind that all of the Hispanic individuals in the program self-identify as "White/Caucasian" racially), 11% are African American, 7% are multi-racial (all Black/AA & White/Caucasian); and 34% are ethnically Hispanic/Latino. So, we are actually serving these two specific populations at a higher rate than they appear in the City of Madison, and the Hispanic/Latino families at a significantly higher rate.

For Committee Use Only:

Questions were sufficiently answered

Questions were not sufficiently answered

Follow up needed

Additional Information required

List of additional info needed:

Other:

CDD 2013-14 Application Q and A

Please complete and submit this form to cddapplications@cityofmadison.com no later than **noon on Monday, July 2, 2012**. Completed form can also be faxed it to our office at 261-9626.

Agency Name:	Center for Families	
Program Name:	Parents' Place	
Committee:	<input checked="" type="checkbox"/> Early Childhood Care and Education Committee <input type="checkbox"/> Committee on Aging <input type="checkbox"/> Community Services Committee <input type="checkbox"/> Community Development Block Grant Committee <input type="checkbox"/> Conference Committee	
Program Area:	VI: Children and Families	
Priority:	A2: Parent Education	
Committee Question 1:		
Number of participants in groups is unclear – one place it says 225, in the Demographics on p. 5, it says 689 (maybe that was only for 2011). What is the correct number of participants?		
Agency Answer 1:	Agency staff providing Answer 1:	Mike Kenitz, Co-Director
The 689 figure is for 2011. The 225 figure is what Community Services funding would serve in 2013.		
Committee Question 2:		
Since you indicate each location will receive a session on “Early Love and Logic” please describe how this meets your goal of ongoing parent education?		
Agency Answer 2:	Agency staff providing Answer 2:	Mike Kenitz
Each location will receive a series of Love and Logic to which includes 8 sessions – While participating in Parents Place, parents learn about other parent education and support services available ongoing within Center For Families.		
Committee Question 3:		
How will you handle logistics of differing work schedules (in order to participate in parent groups) for Road Home participants?		
Agency Answer 3:	Agency staff providing Answer 3:	Mike Kenitz
The Road Home participants are unemployed. We fit into the schedule created by the Road Home so we fit into their program for the day. We serve the participants who are available that day. What is great about Love and Logic is that it isn't necessary to do the sessions in order as each unit can stand on its own.		
Committee Question 4:		
What is your past record of outcomes for this program?		
Agency Answer 4:	Agency staff providing Answer 4:	Mike Kenitz
We have consistently gone beyond the percentage for achievement which are stated in the outcomes (80%) over the last several years.		
Committee Question 5:		
What is the relationship between the Road Home and Parents' Place?		
Agency Answer 5:	Agency staff providing Answer 5:	Mike Kenitz

<p>The Road Home wants to provide some parenting education and support to the parents in their program which addresses some of the unique challenges of parenting in the homeless situation. We provide that on a limited basis as their program allows. Both Road Home and Center For Families feel that some parenting information is better than none and if parents participate in a group at the Road Home, they might continue when their situation stabilizes.</p>		
Committee Question 6:		
How is the mobile program advertised?		
Agency Answer 6:	Agency staff providing Answer 6:	Mike Kenitz
<p>Much of this is historical since Parents Place has been in existence for a number of years and the program is well known, we actually do very little outreach because most of the request for mobile series comes from entities we have worked with in the past such as schools and other community organizations including neighborhood centers.</p>		
Committee Question 7:		
Are most presentations requested and then targeted to the request or a particular age group?		
Agency Answer 7:	Agency staff providing Answer 7:	Mike Kenitz
<p>The mobile presentations or series are all designed to meet the need that is being presented. We are being asked to present on a particular topic area. The fixed locations are where we set the curriculum schedule based on request and what experience has taught us to be most needed. We learn a lot about what is needed by the inquiries and request that come to us.</p>		
Committee Question 8:		
What does funding request support? A .05 FTE for the program and the rest is administrative?		
Agency Answer 8:	Agency staff providing Answer 8:	Heidi Martin, Finance Manager
<p>The funding request supports a .5 FTE staff person (not .05 FTE), in addition to program management (non-administrative) at .07 FTE's. The administrative piece is .07 FTE's for the admin assistant position and half of the Executive Director's time. The total proposed FTE's were increased for 2013-2014 due to the need for expansion of the mobile Parents' Place function.</p>		
Committee Question 9:		
Is the Board list in the application the most current list? If no please provide an updated list.		
Agency Answer 9:	Agency staff providing Answer 9:	Mike Kenitz
<p>The board list is current however the term dates are not correct on the application. A correct copy will be provided.</p>		
Committee Question 10:		
Application discusses culturally responsible and culturally sensitive. How does the agency accomplish these without ethnic staff? What do these terms mean to the agency's staff?		
Agency Answer 10:	Agency staff providing Answer 10:	Mike Kenitz
<p>We currently do not have staff diversity in this program. This has not always been the case and this is not the case, agency wide. We require that persons we hire have had exposure to diverse populations and are sensitive to differences in people and communities.</p>		
Committee Question 11:		
How many attend CFF location? Compare attendance there with this current demand for a mobile unit.		
Agency Answer 11:	Agency staff providing Answer 11:	Mike Kenitz
<p>In 2011, Parents Place North served 305 individuals. The mobile Parents Place served 170.</p>		
Committee Question 12:		
Please provide the personnel data regarding hourly wage.		

Agency Answer 12:	Agency staff providing Answer 12:	Heidi Martin
Executive Director: \$35.65/hr. Program Manager: \$28.36/hr. Parent Educator/FSS: \$16.82/hr. Admin Asst: \$12.50/hr		
Committee Question 13:		
Why do you rely solely on City funding for this program?		
Agency Answer 13:	Agency staff providing Answer 13:	Mike Kenitz
This is a recent event. County funding was eliminated for 2011 when the county had to eliminate all prevention services in the CYF budget and United Way converted the funding into our Play and Learn program for 2012 because that was higher on their priority list. So currently, Community Services is the sole remaining funding source of this program.		
Committee Question 14:		
Why don't you use volunteers for this program?		
Agency Answer 14:	Agency staff providing Answer 14:	Mike Kenitz
We believe that this program needs to be professionally staffed in order to provide the level of knowledge and experience that we want our participants to benefit from. We do not feel we could obtain this through volunteers.		
Committee Question 15:		
Is childcare provided during these sessions?		
Agency Answer 15:	Agency staff providing Answer 15:	Mike Kenitz
It is not. Providing child care is something that would certainly enhance our delivery and accessibility, but we have not found anyone willing to fund it. In 2013, we will be looking to hire a full time volunteer coordinator and finding child care providers for Parents Place will be a high priority.		
Committee Question 16:		
Why is the projected number of participants so much less for 2013?		
Agency Answer 16:	Agency staff providing Answer 16:	Mike Kenitz
Because we do not have the United Way funding referred to earlier. The program overall is smaller and therefore will have to serve fewer individuals.		
Committee Question 17:		
Please clarify the numbers you are using in outcome objectives. It says 90 parents to be considered but yet you used 75 in the goal breakdown under #1. Also, in objective #2 your cite 80% in one place and 90% in another.		
Agency Answer 17:	Agency staff providing Answer 17:	Mike Kenitz
In outcome #1, 75 is 80% of 90 parents surveyed. In outcome #2 it should read 80%, not 90%. That is a typo.		
Committee Question 18:		
Would funding this project be likely to increase the numbers of African American and Hispanic parents served? What is being done to better reach these populations?		
Agency Answer 18:	Agency staff providing Answer 18:	Mike Kenitz

We have the better opportunity to reach these populations through our mobile program because this is where we get more request involving more diverse participants.

For Committee Use Only:

Questions were sufficiently answered

Questions were not sufficiently answered

Follow up needed

Additional
Information required

List of additional info needed:

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CDD 2013-14 Application Q and A

Please complete and submit this form to cddapplications@cityofmadison.com no later than **noon on Monday, July 2, 2012**. Completed form can also be faxed it to our office at 261-9626.

Agency Name:	Charles Hamilton Houston Institute	
Program Name:	Education and Engagement	
Committee:	<input checked="" type="checkbox"/> Early Childhood Care and Education Committee <input type="checkbox"/> Committee on Aging <input type="checkbox"/> Community Services Committee <input type="checkbox"/> Community Development Block Grant Committee <input type="checkbox"/> Conference Committee	
Program Area:	VI: Children and Families	
Priority:	A2: Parent Education	
Committee Question 1:		
How many participants will have young children? Is there a difference in intensity of training offered to parents of younger or older children?		
Agency Answer 1:	Agency staff providing Answer 1:	
It is difficult to predict the age range of children that a parent may have. Our experience has been that it is not unusual for target parents to have children ranging from toddlers to high school. The intensity of training will, as a result, not vary based on predicting the age of children. For our pilot project, the age of children did not matter to parent participants. Information that might be specific to parents of secondary students will eventually be useful to parents of elementary and pre-school children. And some strategies transcend the age of children.		
Committee Question 2:		
Describe more about how you will enlist 50 adults from Allied Drive and Lussier/Tree Lane communities: how will you do outreach and follow up? Is 149 W. Wilson the headquarters? How will these adults get there and where will they park?		
Agency Answer 2:	Agency staff providing Answer 2:	
Some of our board members have longstanding relationships with parents from both Allied Drive and Tree Lane areas. We intend to coordinate with the staffs of the Jenewein St. Boys & Girls Club and the Gammon Road Lussier Center. We also intend to outreach to other social service and faith-based organizations. In addition, we are targeting parents from across the city.		
149 E. Wilson St. is our headquarters. There is a bus stop across the street from our downtown facility and street parking is available free of charge after 6 p.m. We will determine transportation needs while recruiting parents and will work to accommodate transportation needs as they are identified. This could involve purchasing and distributing bus passes. We are flexible regarding sites – depending on availability of alternative sites.		
Committee Question 3:		
Do you have any staff (none listed under Personnel for \$82,800 in budget)? What else goes into total budget of \$205,000? Please clarify the budget more.		
Agency Answer 3:	Agency staff providing Answer 3:	

Both staffing and the remainder of the budget proposal are dependent on the funding of grant proposals for other projects.

Committee Question 4:

How will you make sure you are not duplicating services such as HeadStart?

Agency Answer 4:

Agency staff providing Answer 4:

Our intention is to supplement not to supplant the work of other service providers. Problems faced by local parents of color indicate that there are thousands of parents and children who are not being served by HeadStart or other outstanding service providers. In addition, the spouse of a CHHI Board member is on the Board of Dane County Parent Council. We will work cooperatively with DCPC to insure that there is no duplication.

Committee Question 5:

Please provide more information about the service to be provided.

Agency Answer 5:

Agency staff providing Answer 5:

Examples of content include assisting parents in:

- Expressing dreams
- Moving from dreams to a vision
- Developing vision and goal statements
- Identifying skill sets and skill deficiencies
- Personal and family goal setting
- Household management to support effective discipline and study; time management
- G.E.D. admissions/completion requirements
- Madison College admissions and financial aid information
- Work preparedness soft skills
- Effective communications with school educators
- Conflict resolution skills et al.

Committee Question 6:

What is your fundraising ability?

Agency Answer 6:

Agency staff providing Answer 6:

CHHI has a longstanding Grants and Fundraising Committee. We have been the recipient of several grants over the past 10 years; we have been the recipient of gifts and we have held fundraisers. Our Grants Committee has identified several potential funding sources and grant proposals have been written. We admit that the economy has presented significant challenges, but we continue to seek funding for our proposed projects.

Committee Question 7:

How has personal development become part of the measurement method (program outcomes p. 6)?

Agency Answer 7:

Agency staff providing Answer 7:

Parents will receive formative coaching to assist them in identifying and in stating a personal development goal. The program assessment instrument will invite parents to evaluate their satisfaction with their goal statement and progress against their goal(s).

Committee Question 8:

Under #12 Experience past performance of agency was not described. Please describe your agencies past performance.

Agency Answer 8:	Agency staff providing Answer 8:	
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CHHI has provided many outreach events for parents and students over the past decade. Events include:

- Summer Seminars for middle and high school students;
- STARS (Summer Teaching to Advance Reading Success) – the oldest pre-school program in the Madison Schools (23 years) – involving English and Spanish speaking 4-5 year olds and their parents;
- Senior Saturdays – workshops to assist high school seniors of color who have no plans beyond high school;
- a Read-In for elementary kids;
- Educational computer gaming co-sponsored by the UW School of Education;
- An anti HIV-Aids Health Fair co-sponsored by the UW School of Pharmacy;
- Workshop for students on the Human Body co-sponsored by the UW School of Medicine;
- A Parent Seminar;
- The Graduation Celebration designed to promote high school graduation;
- Outreach to the faith-based community;
- 3D Geometry;
- Race car mechanics program;
- Chemistry Project with Prof. Bassam Shakishiri

Committee Question 9:

Under #14 Staff it simply states “vast experience” please provide detailed information regarding credentials and qualifications of staff.

Agency Answer 9:	Agency staff providing Answer 9:	
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Dr. Joann Pritchett, Secretary, holds a Ph.D. in Educational Policy Studies and is a Registered Nurse. Dr. Pritchett retired as an Academic Advisor in the UW-Madison School of Pharmacy.

Alfonso Studesville, V.P. and founder holds a Masters in Guidance and Counseling. He has been a counselor at Madison College for many years. He is a former counselor in MMSD. He also owns a business.

Dr. John Odom, President and Founder, holds a B.A. in English; a Masters and Ph.D. in Educational Leadership. Dr. Odom has been a teacher, department head, principal and consultant in education for 43 years. He is also owner of a human resource development consulting firm.

Rev. James Monroe’s street ministry works with low income youth and families, assisting in attaining employment and promoting education among youth and adults. Rev. Monroe owns a computer technology firm.

Pia Kinney James is a retired Lieutenant in the Madison Police Department. She was Madison’s first female police officer of color and she is a community activist.

Will Green is founder of Mentoring Positives – a project designed to provide care and guidance to low income youth whose family lives have been disrupted

Committee Question 10:

Under #9 Volunteers “highly successful” is listed. Please describe what experience/performance your volunteers have.

Agency Answer 10:	Agency staff providing Answer 10:	
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Volunteers have been critical to the success of CHHI. All of our current and past board members are volunteers. Currently, our Grants and Fundraising Committee is comprised of volunteers and most of the aforementioned projects were possible due to the work of volunteers.

Committee Question 11:		
Will sessions be 52 weeks, summer only, by semester?		
Agency Answer 11:	Agency staff providing Answer 11:	
Formal training sessions are proposed for 8 weeks, with quarterly follow up sessions for 3 additional quarters over a year. Coaching with parents will be providing on a continual basis.		
Committee Question 12:		
Please describe the educational activities children will receive while parents are attending their sessions.		
Agency Answer 12:	Agency staff providing Answer 12:	
We will rely on the expertise of experienced childcare providers. Typical activities include: reading/academics; games/recreation; quiet time		
Committee Question 13:		
Under #2 Service Description please explain what resources will be provided to parents.		
Agency Answer 13:	Agency staff providing Answer 13:	
Parents will be provided with coaching, instruction, handouts, worksheets, articles, audio-visuals and group projects.		
Committee Question 14:		
30% of participants are expected to be Hispanic/Latino, what will be done to ensure language and culture potential challenges will be addressed such that all parents are welcomed and adequately/appropriately worked with?		
Agency Answer 14:	Agency staff providing Answer 14:	
Bilingual translation services will be provided as needed.		
Committee Question 15:		
Have you considered collaborating with MMSD with this program?		
Agency Answer 15:	Agency staff providing Answer 15:	
CHHI has attempted to collaborate with MMSD on several projects, including: Summer Seminars, Graduation Celebration, Senior Saturdays, Race Car Project; Health Fair; Computer Gaming. Our success in eliciting the support of MMSD has been less than satisfactory. We assume that the district has other priorities currently.		
Committee Question 16:		
If you do not receive funding at the requested level will you still proceed with the program?		
Agency Answer 16:	Agency staff providing Answer 16:	
It is not likely that we will do so.		
Committee Question 17:		
Have you provided this service in the past? What service outcome resulted?		
Agency Answer 17:	Agency staff providing Answer 17:	
We have offered a form of the service in the summer of 2011. Participating parents expressed high satisfaction with the project. Results of the project included: founding of a small business; a parent enrolling in Madison College; and other parents expressing improved communications with their children – among other accomplishments.		
Committee Question 18:		

After the 8 week session, what will the follow-up with parents be?	
Agency Answer 18:	Agency staff providing Answer 18:
As mentioned about, there will be three quarterly follow ups over a year. Follow ups will be 2 hours each. CHHI will also maintain contact with all parents for the entirety of the project, providing coaching and suggestions as needed.	
Committee Question 19:	
What outcomes do you see could be measured for children of families participating?	
Agency Answer 19:	Agency staff providing Answer 19:
This is an interesting question however the size, scope and limits of the project will not facilitate our ability to measure program impact on children through their parents' participation. Our intention is to have a positive impact on children through more effective parenting, and a larger more in-depth project could pursue measuring such impacts. It is possible to ask parents to provide their pre and post assessments of program impacts on their children.	
Committee Question 20:	
Why provide the sessions downtown, a very long way from the homes of the target populations, which are also served by community centers and other locations that could conceivably host the sessions?	
Agency Answer 20:	Agency staff providing Answer 20:
We are not opposed to having sessions at community centers. Currently, we cannot speak for the availability of space at centers; we can assure availability at our downtown center. It is our intention to empower and respect the resourcefulness of parents. Low income parents and youth from cities much larger than Madison attend events, like concerts, and places, like church, from distances far greater than the distance from any part of Madison to Wilson Street.	
Committee Question 21:	
Why only 65% expected to take positive steps toward and educational goal?	
Agency Answer 21:	Agency staff providing Answer 21:
Our intention is to exceed 65%, but barriers like family mobility and homelessness tend to have negative impacts on participation and consistency. A target of 65% acknowledges these barriers.	
For Committee Use Only:	
<input type="checkbox"/> Questions were sufficiently answered	
<input type="checkbox"/> Questions were not sufficiently answered	
<input type="checkbox"/> Follow up needed	
<input type="checkbox"/> Additional Information required	List of additional info needed:

Other:

CDD 2013-14 Application Q and A

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Agency Name:	Dane County Parent Council	
Program Name:	Great Beginnings Verona Road	
Committee:	<input checked="" type="checkbox"/> Early Childhood Care and Education Committee <input type="checkbox"/> Committee on Aging <input type="checkbox"/> Community Services Committee <input type="checkbox"/> Community Development Block Grant Committee <input type="checkbox"/> Conference Committee	
Program Area:	VI: Children and Families	
Priority:	A1: Child Care	
Committee Question 1:		
Exactly how many infants will you serve at Great Beginnings? You've mentioned 36, then 60 unduplicated, then 70 in various sections of the proposal.		
Agency Answer 1:	Agency staff providing Answer 1:	Wendy Bowe
We serve 36 children at Great Beginnings however, due to turnover throughout the year, we serve many more unduplicated families.		
Committee Question 2:		
What exactly do you use volunteers for on "field trips" for the babies? Do they really go on field trips?		
Agency Answer 2:	Agency staff providing Answer 2:	Wendy Bowe
We organize parent/child events throughout the year such as an annual trip to the Zoo. All "field trips" are designed with parent/child interaction in mind.		
Committee Question 3:		
Do any DCPC families receive City Community Services funding? How many and for what total amount from the City, if any?		
Agency Answer 3:	Agency staff providing Answer 3:	Wendy Bowe
DCPC families do not receive City Community Services funding.		
Committee Question 4:		
How many children are served overall with 303 staff at DCPC – one place it says 310 (p. 1 Org. Profile) – with \$15 million budget?		
Agency Answer 4:	Agency staff providing Answer 4:	Wendy Bowe
Our staffing numbers do fluctuate some throughout the year due to program needs and attrition. The program serves approximately 1,030 children each year.		
Committee Question 5:		
In the Agency Program Budget #10 – you indicate that almost the entire amount from City SVCS (\$36,062) is to be spent on space allocation? Is that rent?		
Agency Answer 5:	Agency staff providing Answer 5:	Wendy Bowe
Yes, the \$36,062 is spent on the rent for our Great Beginnings facility on Verona Road.		

Committee Question 6:		
In section 11, change in program budget, you indicate that you lost \$15,000 because of serving “high risk infants” – explain and defend that increase for 2014.		
Agency Answer 6:	Agency staff providing Answer 6:	Wendy Bowe
We have accepted “high risk” infants and toddlers into our Great Beginnings program on a temporary basis to meet the immediate needs of families including, children in protective services and foster care. The short term placements create considerable cost to the agency including lost co-pays from a permanent placement. We work closely with the county provide quality care for some of the neediest families receiving county support.		
Committee Question 7:		
Governing body information is unclear – 9 are listed, 8 are in the by-laws: is this board the overall DCPC Board or just GB governance structure? Is current list accurate?		
Agency Answer 7:	Agency staff providing Answer 7:	Wendy Bowe
We currently have eight (8) active board members with one vacancy. Our Board of Directors governs over all DCPC programs.		
Committee Question 8:		
There are budget problems/errors (esp. with personnel) please clarify.		
Agency Answer 8:	Agency staff providing Answer 8:	Wendy Bowe
The errors are simple rounding and the formulas aren’t set up to adjust for rounding. The errors have been corrected in the grant application.		
Committee Question 9:		
How do you handle parent involvement in this specialized program for babies? Are all babies in care 10 hours/day x 5 days/week x 52 weeks?		
Agency Answer 9:	Agency staff providing Answer 9:	Wendy Bowe
Parent involvement is a cornerstone of our agency. Parents are encouraged and welcome to visit and volunteer in the classrooms. The program holds quarterly Family Fun Nights where all families are encouraged to participate in a parent/child activity and meal. Parent/Teacher conferences are held to review the child’s development with each family.		
Committee Question 10:		
\$12 million for 280 employees vs. \$14 million for 310 employees on p. 3 expense budget. Please clarify.		
Agency Answer 10:	Agency staff providing Answer 10:	Wendy Bowe
\$14 million for 310 employees is correct.		
Committee Question 11:		
Was the number of volunteer hours in 2011 for the entire agency or just this program? 4,108 seems high for this program.		
Agency Answer 11:	Agency staff providing Answer 11:	Wendy Bowe
The volunteer hours listed in the grant proposal are for the entire agency.		
Committee Question 12:		
51% of participant racial category is “other” – please explain.		
Agency Answer 12:	Agency staff providing Answer 12:	Wendy Bowe
We currently do not collect data on racial or ethnic backgrounds of our child care families. The information we have is received from intake on our dually enrolled, child care and Early Head Start families.		
Committee Question 13:		

Why are so many teaching assistants paid below living wage?		
Agency Answer 13:	Agency staff providing Answer 13:	Wendy Bowe
The position of teacher assistant is an entry level position that is often used to recruit parents as staff members who are in need of educational credentials. Once a credential is obtained, the salary is increased. The teacher assistant salary is above the living wage with the inclusion of our generous benefit package.		
Committee Question 14:		
Why no fundraising in the budget?		
Agency Answer 14:	Agency staff providing Answer 14:	Wendy Bowe
DCPC receives federal funding for specific programming and fundraising is not allowed under federal regulations. This regulation is applied to all of DCPC programs. DCPC does receive some donations from the community to assist with our programming. Last year Great Beginnings received 22 donations for a total of \$2,317.50.		
Committee Question 15:		
2092 Volunteers?		
Agency Answer 15:	Agency staff providing Answer 15:	Wendy Bowe
This is the total number of volunteers agency wide.		
Questions for Additional Programs by the same agency		
Program Name:	Wingspan	
Program Area:	VI: Children and Families	
Priority:	C1: Professional Development	
Committee Question 1:		
How will Head Start family outreach (not mentioned in proposal, despite the fact that sponsor program is part of Head Start) help Wingspan recruit new unlicensed unregulated providers for this program?		
Agency Answer 1:	Agency staff providing Answer 1:	Annette Kornell
Head Start family outreach workers who become aware of a parent who is providing care in their home, or of families using unregulated care for their children, can refer these families to Wingspan staff to provide information on the program.		
Committee Question 2:		
How will you articulate the two or three major benefits of regulation to these new providers?		
Agency Answer 2:	Agency staff providing Answer 2:	Annette Kornell
Regulation is considered a crucial step in professionalism in the child care field. Encouraging Wingspan providers to move towards regulation will depend on the provider's goals and circumstances. While regulation is a worthy goal, Wingspan would extend support and services to the provider who, for whatever reason, may not want or be ready for regulation. Wingspan is the bridge to help these providers experience the support of a system. It may be that the provider is content to accept Wingspan services and work for quality improvement, but to go no further in the regulatory system. That is the provider's decision. The primary goal of Wingspan is not to move all providers into the regulatory system, but rather to meet them where they are and provide the support they need to enhance the quality of care. For those providers who would benefit from		

regulation, the benefits to them would be situation specific. A provider who has the capacity to care for more than 3 children could benefit from regulation as it would enable them to care for additional children, thus increasing their income and making their vocation more sustainable. A provider who receives requests from families receiving public funding for child care would benefit by being able to serve these children and by receiving higher pay for this care. Being regulated enables providers to appear on the YoungStar website, thus giving families searching for care a way to find them. Being part of YoungStar also makes providers eligible to receive micro-grants for program improvement.

Committee Question 3:

What economic development thesis would you use to entice providers to participate in Wingspan?

Agency Answer 3:

Agency staff providing Answer 3:

Annette Kornell

Enhancing their environments, accessing relevant training, receiving consultation and belonging to a support network will increase the professionalism of Wingspan providers, hopefully resulting in an increase in referrals and thus an increase in their income. Having the support of an agency dedicated to meeting the varied needs of family child care providers will enhance their longevity in the child care field, promote their professionalism and thus make them more marketable in the larger child care field. This in turn will increase the availability and stability of childcare for working families.

Committee Question 4:

How will 10 programs be chosen?

Agency Answer 4:

Agency staff providing Answer 4:

Annette Kornell

Wingspan will take the first 10 program applicants who meet the enrollment criteria. These criteria include: legally unregulated or minimally regulated (provisionally certified or certified), completed background check, and desire to receive support and guidance. Satellite currently holds applications from providers who are not well suited for Satellite programming or who need additional time and support to reach that level. These are providers who have reached out and are looking for support; they would be the first to be enrolled in Wingspan. These programs will be selected based on the lack of structure in their program, need for training, inability to attract families to their program, and need for intensive help in setting up and maintaining an environment. These programs generally will be programs that may be doing casual child care but feel the need for more support and may want to advance their skills and knowledge in the family child care field.

Committee Question 5:

What are the roles/role of funded staff in relations to goals and objectives of the proposal?

Agency Answer 5:

Agency staff providing Answer 5:

Annette Kornell

The consultant assigned to the Wingspan program will meet with each provider bi-monthly at minimum. During these visits the consultant will talk with the provider about any concerns or issues the provider is having, will model developmentally-appropriate strategies, will complete a quality assessment tool to guide work with the provider, will provide individualized consultation and program support, and will provide any equipment, unit kits or resources that could enhance programming. The consultant will also be available to the provider by phone or email. Wingspan staff will also be involved in providing training and support group meeting opportunities for providers and childcare during these meetings for the provider's children. Staff will be responsible

for assessing ASQ screening tools completed by Wingspan families and for communicating the results. Staff will work on provider recruitment and enrollment. The director will collect information and complete reports on the program.

Committee Question 6:

What is the relationship of Satellite to Wingspan?

Agency Answer 6:	Agency staff providing Answer 6:	Annette Kornell
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Satellite and Wingspan are separate programs of DCPC that will share staff and resources. Each program has its own objectives and reporting requirements.

Committee Question 7:

Please provide more detail regarding the program budget. Are you proposing hiring a FTE to staff this program?

Agency Answer 7:	Agency staff providing Answer 7:	Annette Kornell
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Please see detailed budget below. Wingspan would not entail a new hire, rather a reallocation of current staff and schedule changes.

Salaries	\$17,575	Family Child Care Consultant (20 hrs. x 13.67 x 52 wks.) \$14,217
Benefits @32.5%	5,711	ASQ assessment specialist (1 hr x 13.67 x 52 weeks) \$711
		Director—program and training coordination, services tracking and reporting (2 hrs.x \$21.63 x 52 wks.) \$2,250
		2 @ Child Care Providers for training and professional development sessions (3hrs x \$13.24 x 5 wks.x 2 providers) \$397
Supplies (training materials, child educational materials & supplies, other supplies – crayons, paper, art)	545.40	Project materials and supplies to implement the Wingspan curriculum, for parents and their children.
Professional Development/training Sessions for providers and parents	300.00	Training materials and healthy refreshments for professional development sessions
Interactive toys to promote parent/child play and support participation in the program	300.00	Open-ended toys/books that promote developmentally appropriate play and encourage training participation.
Mileage	831.60	Staff mileage for consultant monitoring visits to provider

		homes.(10 providers x 9 average visits x 28 average miles x .33 cent mileage rate)	
TOTAL GRANT REQUEST:	\$25,263.00		

Committee Question 8:

Please correct the errors in the agency expense budget.

Agency Answer 8:	Agency staff providing Answer 8:	Annette Kornell per Mary Beaty
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Budget errors were due to rounding formulas in the City form and have been addressed.

Committee Question 9:

Especially given the coordination with the economies of scale through 4-C, why such a modest target of 10 providers engaged?

Agency Answer 9:	Agency staff providing Answer 9:	Annette Kornell
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4C serves a very broad area and a large number of providers, but services are extremely limited.

For Committee Use Only:

Questions were sufficiently answered

Questions were not sufficiently answered

Follow up needed

<input type="checkbox"/> Additional Information required	List of additional info needed:
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Other:

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	7,735,076	7,758,362
Taxes	31,812	916,178	916,178
Benefits	41,107	1,436,246	1,436,246
SUBTOTAL A.	348,192	10,087,500	10,110,786
B. OPERATING			
All "Operating" Costs	78,416	3,256,838	3,256,838
SUBTOTAL B.	78,416	3,256,838	3,256,838
C. SPACE			
Rent/Utilities/Maintenance	67,052	904,228	904,228
Mortgage (P&I) / Depreciation / Taxes	0	0	0
SUBTOTAL C.	67,052	904,228	904,228
D. SPECIAL COSTS			
Assistance to Individuals	1,977	5,000	5,000
Subcontracts, etc.	0	604,546	604,546
Affiliation Dues	0	0	0
Capital Expenditure	0	0	0
Other:	0	0	0
SUBTOTAL D.	1,977	609,546	609,546
SPECIAL COSTS LESS CAPITAL EXPENDITURE	1,977	609,546	609,546
TOTAL OPERATING EXPENSES	495,638	14,858,112	14,881,398
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.)

CDD 2013-14 Application Q and A

Please complete and submit this form to cddapplications@cityofmadison.com no later than **noon on Monday, July 2, 2012**. Completed form can also be faxed it to our office at 261-9626.

Agency Name:	Rainbow Project	
Program Name:	PRIDE	
Committee:	<input checked="" type="checkbox"/> Early Childhood Care and Education Committee <input type="checkbox"/> Committee on Aging <input type="checkbox"/> Community Services Committee <input type="checkbox"/> Community Development Block Grant Committee <input type="checkbox"/> Conference Committee	
Program Area:	VI: Children and Families	
Priority:	B1: Specialized Train/Consult	
Committee Question 1:		
After so many years of success, what would you say you have contributed to the potential ability of child care programs to handle difficult children (most living in poverty) more holistically? Have you developed written materials which are shared with programs after you leave?		
Agency Answer 1:	Agency staff providing Answer 1:	
The PRIDE Project has strengthened the capacity of 40-50 early childhood program staff and parents, including family in-home providers, in the city, over the past 22 years. We have observed early childhood staff developing expertise in recognizing and responding to children, their adult caregivers and their families, in ways that have been therapeutic and positive, where without support and attention more serious problems would have occurred. The project has expanded the knowledge and skills of early childhood providers in the area of social and emotional development and behavior during child/family life transitions, whether grief/loss, trauma, separation, caregiver incarceration, physical/mental illness, substance abuse, natural disasters volatile divorce or caregiver/child relationship/attachment challenges. The project has expanded the early childhood care and education staff' knowledge of community resources to access for children and families as well as broaden the resource base of staff through materials, websites, books, best-practice curricula and training presentations.		
Committee Question 2:		
Why do you anticipate serving so many fewer children (2011 – 600+; 2013 – 237) if this proposal is funded?		
Agency Answer 2:	Agency staff providing Answer 2:	
There are (3) distinct #'s provided for PRIDE Project activities: One total is the total of early childhood staff & adult caregivers directly served in training presentations and onsite consultation observation visits (2011=205); then there are the # of individual children we work with independently on onsite consultation & observations (2011=32) and lastly, the # of children indirectly impacted when we work with the specific centers each year (year 2011= 516)		
Committee Question 3:		
Budget: Is there an error on C-2, which shows \$17,991 from CDBG – not City Community Services? More budget clarification needed.		

Agency Answer 3:	Agency staff providing Answer 3:	
Yes, that should have been under City Community Services NOT CDBG however, if there are funds available there we will gladly accept any amount. I am just kidding on the latter part.		
Committee Question 4:		
Is the reason no demographics are provided is because they are not collected from participants?		
Agency Answer 4:	Agency staff providing Answer 4:	
Yes, each center provides their specific demographics and we assumed the city had this data.		
Committee Question 5:		
What is being done to actively reach out to centers who might most need your services, but who do not approach you directly?		
Agency Answer 5:	Agency staff providing Answer 5:	
Letters are sent out to all city accredited centers and each year, over the past 22 years, more and more "new to Pride" centers are responding.		
Committee Question 6:		
Since this is a professional development proposal, I'd like to see session/participant evaluations and feedback. How do you know attendees are benefitting from this project?		
Agency Answer 6:	Agency staff providing Answer 6:	
Since 1990, each training presentation has had a participant evaluation completed for each in-service or workshop presentation. The tally of responses from each of those presentations as well as a copy of the agenda and handouts for each presentation is provided to the city of Madison childcare specialists.		
Committee Question 7:		
Under #2 Service Description how are reconnection and evaluation a service?		
Agency Answer 7:	Agency staff providing Answer 7:	
Follow up services for all center staff who have received a training presentation but have more questions as they are trying and applying new knowledge and skills is essential to this project in order to ensure depth of understanding from consultation and training presentations. The ability to disseminate information to staff and strengthen centers to continue to grow without us is essential to the project.		
Committee Question 8:		
Under #5 Population Served the language is unclear regarding who is being served. Please clarify.		
Agency Answer 8:	Agency staff providing Answer 8:	
1) Accredited early childhood education centers and programs that are identified by Madison Child Care Specialists unit staff as well as the caregivers and Board members of those programs 2) specific children/families identified by staff of these programs to receive consultation and onsite observation		
Committee Question 9:		
Under #7 Outreach Plan the language is unclear regarding strategies and outreach. Please clarify.		
Agency Answer 9:	Agency staff providing Answer 9:	
Outreach has always been in partnership with the city of Madison Child Care Specialists Unit staff who know the centers best and who help determine when programs can best benefit from Rainbow Pride services.		
Committee Question 10:		
Under #8 Coordination it lists who, but not how. Please clarify.		
Agency Answer 10:	Agency staff providing Answer 10:	
<ul style="list-style-type: none"> • With City of Madison Child Care Specialists Unit staff, first of year and ongoing regarding 		

<p>specific centers and activities primarily through Rainbow Community Program Coordinator</p> <ul style="list-style-type: none"> • With individual programs and centers the assigned Rainbow therapist is the contact for follow up and preparing for consultation/training services • With larger Early Childhood Council, Children Youth and Families Consortium and other community networking on a monthly basis 		
Committee Question 11:		
Please clarify the agency expense budget (including hourly wage data for personnel)		
Agency Answer 11:	Agency staff providing Answer 11:	
The budget page was revised last Friday, including the hourly wage data.		
Committee Question 12:		
Does the projected number of participants seem unrealistic (too high)?		
Agency Answer 12:	Agency staff providing Answer 12:	
In referring back to question 2 above I hope this clarifies the numbers. We are asking for cost of living increases and not expansion dollars for this program and project given the past demand that the numbers of staff and children and families served that are anticipated are realistic and feasible.		
Committee Question 13:		
How do you plan to support this program without the United Way funding?		
Agency Answer 13:	Agency staff providing Answer 13:	
United Way support never funded this project. Due to the confusion from committee members last year, United Way funding was removed from the budget. United Way funds a very separate program that provides similar services but for only early childhood programs that are outside Madison: Deforest, Waunakee, McFarland, Fitchburg, Verona, Sun Prairie and that funding we hope will continue. The only other funding for the PRIDE Project that the city funds is the other funding we raise from fundraising events.		
Questions for Additional Programs by the same agency		
Program Name:	Grandparents and Other Relatives As Parents (formerly Grandparents Raising Grandchildren)	
Program Area:	VI: Children and Families	
Priority:	A2: Parent Education	
Committee Question 1:		
Describe again how many grandparents and how many children you plan to serve – in one section it's 89 grandparents, 27 kids; in another it's 101; in Demographics it is 155, with 108 being adults. Also describe "Other Relatives as Parents" – they are not mentioned in the proposal but in the title, there's obviously some place for, say foster parents.		
Agency Answer 1:	Agency staff providing Answer 1:	
I apologize for the confusion. The numbers you inquired about (89 grandparents/27 grandchildren) were numbers served in 2010. The # of 101 grandparents/47 grandchildren is from 2011 data. For 2013-14 we are proposing 155-180 grandparents and grandchildren total. We currently have a growing population of couples who are grand aunts or grand uncles who are raising their grand nieces and nephews and we did not want to exclude them from the program, but the total # in this category is now quite low (3-4 couples). Although some grandparents and other relatives may also be licensed as foster parents or under kinship care, that % is low.		
Committee Question 2:		

With such a large board, on average how many members attend monthly board meetings?		
Agency Answer 2:	Agency staff providing Answer 2:	
Our organization by-laws has an 80% attendance policy and 98% of Board members have no problem meeting this requirement. This is an active working Board and so in addition to monthly Board meetings, Board members also serve on Standing Committees that meet monthly: Finance, Personnel, Clinical Program Team, Fund Development/Outreach as well as ad hoc committees that are also well attended.		
Committee Question 3:		
Unclear as to amount of money requested for 2014 (is it \$8,034?) Budget needs clarification.		
Agency Answer 3:	Agency staff providing Answer 3:	
Yes, this is the amount requested. We are trying to be realistic in what we are asking for in these tight times. Given the total amount of increases we are requesting from the city for other programs we thought carefully about what we were asking for.		
Committee Question 4:		
Please clarify how many participants you project you will serve (180?)		
Agency Answer 4:	Agency staff providing Answer 4:	
See question #1 and answer.		
Committee Question 5:		
Did you receive an additional \$5,000 allocation from United Way for 2013 or is it just being applied for?		
Agency Answer 5:	Agency staff providing Answer 5:	
We received an additional \$10,000. to fund this program from United Way, for 2012. We hope this funding will continue in 2013-14. We cannot assume funding for the following years will be allocated from one year to the next. As an example, we received reduced funding in two other programs funded by United Way this year that had received continued funding in the past, however, the Grandparents Program was not reduced.		
Committee Question 6:		
Please explain the errors in the agency expense budget.		
Agency Answer 6:	Agency staff providing Answer 6:	
Errors were corrected.		
Committee Question 7:		
Please verify that all employees (of program) receive an hourly rate at or above the living wage.		
Agency Answer 7:	Agency staff providing Answer 7:	
Yes, all Rainbow employees are paid above the minimum living wage.		
Committee Question 8:		
Budget request seems small in relation to need, are there major sources of additional funds?		
Agency Answer 8:	Agency staff providing Answer 8:	
No major sources of funding. We would like to double the funding of the project. We lost Rotary Foundation dollars this year. Kids Fund, County Area on Aging and United Way are the only other funding sources. For this project in particular, a little goes a long way in providing services.		

Committee Question 9:

What is being done to reach out to African American and Hispanic families?

Agency Answer 9: **Agency staff providing Answer 9:**

The addition of an Outreach Coordinator position was developed specifically to address the goal to expand participation of the populations mentioned in the question. We have met with success in this effort and hope to sustain and attract broader diversity. Church groups, the Latino Health Council, Centro Hispano and other existing Latino Grandparent Programs have been contacted and presentations provided on the program. Grandparents themselves as well as Grandparent Program Staff have provided presentations for staff of Madison Schools, Dept of Human Services, Health Maintenance Organizations and Retired Senior Volunteer Project as well as coordinating with the Area Agency on Aging and County Kinship Care Coordinator to continue to introduce the program in the community.

Committee Question 10:

How will project outcomes be measured?

Agency Answer 10: **Agency staff providing Answer 10:**

Monthly evaluations are completed by all group participants providing immediate feedback on guest speakers, group structure and input on future groups and other program activities. Quarterly Rainbow outcome measure questionnaires are distributed to project participants to assess progress in attaining outcome goals and a year end client satisfaction survey and annual feedback questionnaire is also completed by all project participants. In addition, demographic data is maintained and collected quarterly. All data gathered is the responsibility of the agency Community Programs Coordinator in collaboration with the Project Coordinator.

For Committee Use Only:

Questions were sufficiently answered

Questions were not sufficiently answered

Follow up needed

<input type="checkbox"/> Additional Information required	List of additional info needed:
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Other: