

Program Area Goal & Priority

**Domestic Violence, Sexual Assault, Crisis Intervention B2: Trauma-Children and Youth**

		Totals				
Agency	Program Name	2012 Funding	2013 Request	\$ change	% change	2014 Request
Rainbow Project	A. Early Intervention & Prevention	\$99,162	\$116,262	\$17,100	17.24%	\$116,262
	B. Children of Violent Homes Project	\$18,155	\$28,140	\$9,985	55.00%	\$28,984
<b>TOTALS</b>		<b>\$117,317</b>	<b>\$144,402</b>	<b>\$27,085</b>	<b>72.24%</b>	<b>\$145,246</b>



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

Staff Comments: Budget pages submitted had multiple errors and inconsistencies . Agency seems financially sound, but had difficulty completing agency budget pages and generating necessary financial reports. Agency requests increase in 2013 and 2014, stating requests for service and waiting lists have increased.

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

Staff Comments: Agency utilizes volunteers in appropriate roles. Agency has necessary partnerships and collaborations in place.

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

Staff Comments: Proposed program accessible to low income populations. Agency states the 70% of clients seen were non Caucasian. Proposal identifies multiple barriers to service experienced by service population, but does not identify how program responds to these barriers. Proposal states under outreach that agency made a targeted outreach effort to Hmong Population. Agency did not report staff demographics in this program

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**Follow up questions for Agency: Clarify Budget and personnel schedule.**

**How long do children wait to start treatment?**

What is the average length of treatment?

Please describe staff demographics in this program.

### **Staff Recommendation**

Not recommend for consideration

Recommend for consideration

Recommend with Qualifications

**Suggested Qualifications: Clarify Budget and personnel schedule.**

**Clarify Service numbers**

Program Description:

**Rainbow Project**  
*Early Intervention & Prevention*

**Program Synopsis**

Comprehensive continuum of early intervention/prevention services for young children and their adult caregivers who have experienced, or are at risk for trauma, including child abuse, neglect, domestic violence, child sexual abuse, natural disasters, serious accidents, grief/loss. Scope of services include specialized, developmentally appropriate, crisis intervention/support, trauma screening/assessment/evaluation, referral services, evidence-based, best-practice interventions, in tailored individual, family, group or community settings.

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

**Agency and Management History**

The Rainbow Project consists of staff, interns, volunteers and language interpreters, who are celebrating 30 years as a state licensed, independent non-profit. They have experience in the areas of cultural competency, strength and evidence-based services for young children (infants-10 years) and their adult caregivers, and families who have experienced trauma. The agency philosophy of addressing core issues rather than superficial symptoms is significant as is the goal of maximizing healthy independence for consumers and building capacity through community education/training presentations. Comprehensive services provided are based on sound theoretical knowledge.

**Benchmarks/Outcome Measure to comparable Projects**

Reduced trauma symptoms, increased knowledge of trauma impact and prevention, increased stress management, coping skills learned, adjustments in school/childcare setting. Victims of trauma gain new knowledge of community resources, reduced isolation, adult caregivers/teachers learn strategies to support & respond to children/caregivers who have experienced trauma.

UCLA Trauma Symptom Checklist; Achenbach Child Behavior Checklist (completed by parent, teacher); Parenting Stress Index; Interagency Feedback/Satisfaction Questionnaires

Performance History	2009	2010	2011*	2012 (est.)								
# of parents in treatment	68	70	215	215								
# of children in treatment	74	102	212	212								
CD funds expended	\$99,162	\$99,162	\$99,162	\$99,162								

\* System of counting clients changed

Sources: CR Allocations, Agency Service Reports

### **Program Development**

Madison/Dane Co. School Districts, United Way of Dane Co., Children, Youth & Families Consortium agencies, Children of Violent Homes Project, law enforcement, homeless shelters, early childhood programs, hospitals, medical and mental health clinics, local and statewide, report a crisis shortage of timely, early intervention, trauma recovery services for young children/families, to reduce the risk of more serious problems from occurring. Scope of services include specialized, developmentally appropriate, crisis intervention/support, trauma screening/assessment/evaluation, referral services, evidence-based, best-practice interventions, in tailored individual, family, group or community settings. Approaches include play therapy, art therapy, parent education/support/recovery, curricula such as Trauma-focused Cognitive Behavioral Treatment (TF-CBT), Anger Coping Skills Building, Stress Management, in-home support/intervention, consultation in schools/early childhood programs. Other services include networking, advocacy, and transportation to and from Rainbow clinic, interagency coordination with other agencies involved with children/families to avoid duplication, timeliness in service delivery and to maximize benefits of service.

### **Program Design**

Provide initial specialized crisis intervention services, and reduce trauma symptoms; stabilize both children & their primary adult caregivers, who have been affected by trauma. Serve 390 children & 374. Short & long term specialized services for children/families exposed to domestic violence, child abuse, community violence, other trauma; restorative in individual, family, group settings learning new knowledge/skills to cope/respond to child/family needs.

### **Reward**

Increased stabilization, functioning for children/families experiencing trauma including domestic violence, abuse, natural disasters, grief/loss, etc.

### **Risk**

Public funds may be decreased based on other priorities.

ORGANIZATION:	<b>ORGANIZATION</b>
PROGRAM/LETTER:	<b>A Program A</b>
OBJECTIVE STATEMENTS:	<b>OCS: Domestic Violence, Sexual Assault, Crisis Intervention B1: Prevention-Abuse and Neglect (C</b>

**DESCRIPTION OF SERVICES**

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

Madison/Dane Co. School Districts, United Way of Dane Co., Children, Youth & Families Consortium agencies, Children of Violent Homes Project, law enforcement, homeless shelters, early childhood programs, hospitals, medical and mental health clinics, local and statewide, report a crisis shortage of timely, early intervention, trauma recovery services for young children/families, to reduce the risk of more serious problems from occurring. We have the ability/capacity to minimize damage and harm for children and families and assist in helping to resolve trauma experiences and reduce the fiscal and human costs when left untreated. However, we require funding support to do so. Currently a # of special task forces and study groups formed to problem solve this community dilemma, including the Wis Council on Children & Families. We can reduce the # of children referred for inpatient hospitalization and/or out of county group homes with evidence-based early intervention services.

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

Comprehensive continuum of early intervention/prevention services for young children and their adult caregivers who have experienced or are at risk for trauma, including child abuse, neglect, domestic violence, child sexual abuse, natural disasters, serious accidents, grief/loss. Scope of services include specialized, developmentally appropriate, crisis intervention/support, trauma screening/assessment/evaluation, referral services, evidence-based, best-practice interventions, in tailored individual, family, group or community settings. Approaches include play therapy, art therapy, parent education/support/recovery, curricula such as Trauma-focused Cognitive Behavioral Treatment (TF-CBT), Anger Coping Skills Building, Stress Management, inhome support/intervention, consultation in schools/early childhood programs. Other services include networking, advocacy, transportation to and from Rainbow clinic, interagency coordination with other agencies involved with children/families to avoid duplication, timeliness in service delivery and to maximize benefits of service.

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

1. Provide initial specialized crisis intervention services & reduce trauma symptoms; stabilize for both children & their primary adult caregivers, who have been affected by trauma: 390 children & 374 adults (365 children; 349 adults served with 3,626.25 service hours in 2009) 2) Short & long term specialized services for children/families exposed to domestic violence, child abuse, community violence, other trauma; restorative in individual, family, group settings learning new knowledge/skills to cope/respond to child/family needs

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

Each child/family receives an individualized Rainbow service plan. Some children/families are involved on a limited basis: Crisis intervention/support can be 1 day to 1 month. While short-term for 3 - 6 months; for others 1-2 years. Rainbow clinic hours are 9 a.m.-5 p.m. Monday-Friday. Emergency hours available 24/7. Scheduling individualized, per family. Special groups: evenings/Saturdays

ORGANIZATION:	<b>ORGANIZATION</b>
PROGRAM/LETTER:	<b>A Program A</b>

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

Diverse population of children (infants - 10 years) & their adult primary caregivers/families, who experienced or are at risk to experience trauma, including child abuse, neglect, child sexual abuse, domestic violence, grief/loss, natural disasters, accidents, substance abuse. 2011 served 198 children (ages infants-13 years) & 242 adults/caregivers (ages 12 yrs - 64 yrs). Consumers reside in Madison /Dane County community (88% Madison). In 2011, we served 111 children/adults who are Spanish speaking. Approximately 45% of the population we serve is non-caucasian.

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

Services provided at Rainbow clinic, 831 East Washington Ave., Madison, or in consumer homes, schools, early childhood programs, foster homes, community settings (when appropriate)

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

The Rainbow Project has a long history of ongoing success, identifying underserved populations and effectively initiating outreach to those communities: children/families of color, individuals with developmental disabilities, broad socio-economic representation, physical disabilities including deaf or blind consumers or those that speak languages other than English (111 Spanish speaking; 1 Korean, 3 Mandarin Chinese, 3 Ethiopian) Recently, we targeted the Hmong population as underserved and will follow through with plans to contact community representatives for referral and training. In addition, the agency Clinical Program Team members (Board, staff, Advisory representatives) will assess success in inclusiveness of populations served effectively. In 2009, Rainbow staff served 365 children and 349 adults; 25-40% non white population, 61% of families income fall below poverty level; adult caregivers served ages 20-73 years of age; Children served: infants -13 years

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

We received 293 referrals from the community. In addition, Rainbow staff refer children and families to at least 36 other community agencies regularly. The Rainbow Project service model includes interagency team coordination as an important component of service delivery for individual children and families mutually served by several other agencies. Interagency team members regularly meet and representatives from schools, homeless shelters, social workers, legal/court system, advocates, law enforcement, medical/health staff, child care providers, other human service and mental health providers review progress, coordinate service goals and avoid duplication of services. Lastly, Rainbow staff regularly participate on a number of community-wide task forces and consortia working together to improve the human services/service delivery, policies and funding support.

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

Child psychiatrist consultant (4 hrs/week); psychologist consultation time (1 hr/monthly + 2 hrs/quarterly); (4) child/adolescent residents (4 hours/week) from UW Medical School Dept. of Psychiatry; (3) graduate student interns; bilingual Spanish speaking group co-facilitator; volunteers prep meals for mother's group; attorneys technical assistance family/juvenile court; childcare for adult groups

10. Number of volunteers utilized in 2011?

20
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Number of volunteer hours utilized in this program in 2011?

2,964
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ORGANIZATION:	<b>ORGANIZATION</b>
PROGRAM/LETTER:	<b>A Program A</b>

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

Language, primarily spanish speaking, need for additional funding and availability of trained, qualified language interpreters, longer wait lists, lack of insurance or underinsured, transportation, underfunding to support additional staffing to provide specialized services that will address the special needs of children and families experiencing trauma; increased waiting lists with other service providers; increasing cases closed by County Dept. of Human Services where continuity of care funding limited; increase in #'s and severity of violence/trauma young children and families are exposed to. .

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

Collective experience of diverse, wise, highly trained and experienced staff clinicians, including bilingual spanish speaking therapists, specializing in the areas of trauma and the recovery from trauma for both children and adults. A unique feature of the agency is: 1) a philosophy, theoretical base and model of services that integrates work with a family perspective that is comprehensive and culturally competent, strengthening families for the long term and speeding up the recovery process. Working with children and adults separately can be effective but takes much longer to accomplish; 2) In addition, Rainbow staff are experienced in providing a wide range of services from crisis intervention, short-term and long-term as well as primary, secondary and tertiary prevention services as well as early intervention services and 3) Rainbow staff are skilled and dedicated in a wide range of evidence based, best practice approaches that are holistic and state-of-the-art. Requests for Rainbow staff to present at local, state, national and international conferences, or to host onsite visits, occur regularly: UW Whitewater Early Childhood Conference, National APSAC Conference, Boston, MA; Erickson Early Childhood Research Institute; Visitors: Psychiatrist, Hospital Medical Director, social workers, public health nurses from Obihiro, Japan. Majority of staff clinicians are trained in TF-CBT (Trauma Focused Cognitive Behavioral Treatment); Anger Coping Curricula; Play Therapy; Theraplay

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

Wisconsin Dept. of Regulation & Licensing Outpatient Mental Health Clinic license. Approved Core Knowledge Early Childhood Education for training inservice presentations.

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

Staff Title	FTE	Credentials/Qualifications
Executive Director	0.6	Masters Degree, Licensed Professional Counselor
Clinical Manager	0.6	Masters Degree, LCCSW
Financial Coordinator	0.65	Masters Degree in related field
Executive Assistant	0.4	Bachelors Degree and experience in non-profit
Child, Adult & Family Therapists	3.75	Masters Degree, LPC or LCCSW
Referral Coordinator	0.7	Masters level related fields of social work, psychology, early childhood development, chi
Language Interpreters	0.8	Experienced bilingual spanish speaking interpreters



ORGANIZATION:  
PROGRAM/LETTER:

<b>ORGANIZATION</b>
<b>A Program A</b>

15. CONTRIBUTING RESEARCH

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

1) The Rainbow Project, Inc.: A Responsive, Evidence-Based Practice Evaluation, completed by doctoral students Kevin Armshaw & Brandon Covalt, Prevention Project Assignment Conclusion, December 2000, UW Madison Human Ecology Dept. 2) Trauma-Focused Cognitive Behavioral Treatment (TF-CBT), National Trauma Support Network (University of California) for children and adults 3) Richard Gelles research, Family Violence Research Project, New Hampshire 4) Cognitive Behavior Intervention, Treatment and Support (CBITS) evidence-based curricula for children's groups 5) Theraplay Institute best-practice intervention focusing on caregiver/child attachment/trust, Dr. Ann Jernberg 6) "Allies in the Classroom" YOUNG CHILD, National Assn. on the Education of Young Children research on strengthening caregiver/preschool teacher relationships to strengthen child development and growth 7) Dr. Bruce Perry, M.D., PhD, the Child Trauma Academy, Houston, Texas Early Childhood Brain Development Research Neuroscience on Child Maltreatment 8) Erickson Research Institute, Chicago, Illinois Midwest Infant Mental Health Initiative 8. Families in Crisis, Nancy Boyd, a Multicultural Perspective 9) Anger Coping evidence-based children group curricula 10) Dr. Stanley Greenspan, M.D. Professor of Psychiatry and Pediatrics, George Washington University Medical School, Program Director and board member of ZERO to THREE: The National Center for Infants, Toddlers/Families and author and clinician: the Growth of the Mind: Infancy and Early Childhood; First Feelings; Playground Politics; The Challenging Child. 11) Beverly James, Attachment and Young Trauma Victims 12) Eliana Gil, The Healing Power of Play 13) Complex Trauma in Children and Adolescents, May 2005 Psychiatrc Annals 35:5, Dr. Alexandra Cook, Dr. Joseph Spinnazzola & Dr. Margaret Blaustein, The Trauma Center, Justice Resource Institute & Natl Center on Family Homelessness, Boston, MA, White Paper of the Natl Child Traumatic Stress Network

16. ACCESS FOR LOW-INCOME INDIVIDUALS AND FAMILIES

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

70.0%
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What framework do you use to determine or describe participant's or household income status? (check all that apply)

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

X
X

17. HOW IS THIS INFORMATION CURRENTLY COLLECTED?

Consumer self-report during first Initial Consultation Interview and completing Initial Interview packet at Rainbow clinic and later in initial enrollment meeting, collected by clinic reception and tallied and recorded by Referral and Community Programs Coordinator..

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

No family is denied services due to inability to pay. Specific # of slots provided for uninsured/underinsured families based upon available public/private funding. Some "therapeutic" fees billed to consumers receiving services to maximize independence.

ORGANIZATION:	<b>ORGANIZATION</b>
PROGRAM/LETTER:	<b>A Program A</b>

**DEMOGRAPHICS**

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

DESCRIPTOR	Part. #	Part. %	Staff #	Staff %	DESCRIPTOR	Part. #	Part. %	Staff #	Staff %
<b>TOTAL</b>	<b>ERRO</b>	<b>0%</b>	<b>ERRO</b>	<b>0%</b>	<b>RESIDENCY</b>				
MALE	163	37%	7	25%	CITY OF MADISON	343	78%		
FEMALE	277	63%	21	75%	DANE COUNTY (NOT IN CITY)	90	20%		
UNKNOWN/OTHER	0	0%	0	0%	OUTSIDE DANE COUNTY	7	2%		
					<b>TOTAL RESIDENCY</b>	<b>440</b>	<b>100%</b>		
					<b>AGE</b>				
					<2	26	6%		
					2 - 5	44	10%		
					6 - 12	62	14%		
					13 - 17	4	1%		
					18 - 29	122	28%		
					30 - 59	147	33%		
					60 - 74	35	8%		
					75 & UP	0	0%		
					<b>TOTAL AGE</b>	<b>440</b>	<b>100%</b>		
					<b>RACE</b>				
					WHITE/CAUCASIAN	122	28%	0	0%
					BLACK/AFRICAN AMERICAN	43	10%	0	0%
					ASIAN	11	3%	0	0%
					AMERICAN INDIAN/ALASKAN NATIVE	5	1%	0	0%
					NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%
					MULTI-RACIAL:	17	4%	0	0%
					Black/AA & White/Caucasian	17	100%	0	0%
					Asian & White/Caucasian	0	0%	0	0%
					Am Indian/Alaskan Native & White/Caucasian	0	0%	0	0%
					Am Indian/Alaskan Native & Black/AA	0	0%	0	0%
					BALANCE/OTHER	0	0%	0	0%
					<b>TOTAL RACE</b>	<b>198</b>	<b>45%</b>	<b>0</b>	<b>0%</b>
					<b>ETHNICITY</b>				
					HISPANIC OR LATINO	46	10%	0	0%
					NOT HISPANIC OR LATINO	394	90%	28	100%
					<b>TOTAL ETHNICITY</b>	<b>440</b>	<b>100%</b>	<b>28</b>	<b>100%</b>
					<b>PERSONS WITH DISABILITIES</b>	<b>3</b>	<b>1%</b>	<b>0</b>	<b>0%</b>

Part. = Participant

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

ORGANIZATION:	<b>ORGANIZATION</b>
PROGRAM/LETTER:	<b>A Program A</b>

**PROGRAM OUTCOMES**

Number of unduplicated individual participants served during 2011.	ERROR
Total to be served in 2013.	500

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

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

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

Outcome Objective # 1: Increased stabilization, functioning for children/families experiencing trauma incl. (domestic violence, abuse, natural disasters, grief/loss, other)

Performance Indicator(s): reduced trauma symptoms, increased knowledge of trauma impact and prevention, increased stress management, coping skills learned, adjustment in school/childcare setting

Proposed for 2013:	Total to be considered in	500	Targeted % to meet perf. measures	85%
	perf. measurement		Targeted # to meet perf. measure	425
Proposed for 2014:	Total to be considered in	500	Targeted % to meet perf. measures	85%
	perf. measurement		Targeted # to meet perf. measure	425

Explain the measurement tools or methods: UCLA Trauma Symptom Checklist; Achenbach Child Behavior Checklist (completed by parent, teacher); Parenting Stress Index; Interagency Feedback/Satisfaction Questionnaires

Outcome Objective # 2: Identify, respond and restore emotional/social health and development of children/caregivers exposed to trauma & prevent future trauma from occurring

Performance Indicator(s): Victims of trauma gain new knowledge of community resources, reduced isolation, adult caregivers/teachers learn strategies to support & respond to children/caregivers who have experienced trauma

Proposed for 2013:	Total to be considered in	500	Targeted % to meet perf. measures	85%
	perf. measurement		Targeted # to meet perf. measure	425
Proposed for 2014:	Total to be considered in	500	Targeted % to meet perf. measures	85%
	perf. measurement		Targeted # to meet perf. measure	425

Explain the measurement tools or methods: Newly developed Rainbow outcome measurement tool developed by Rainbow Project Clinicat Program Team. Same as above as well as Family Assessment Measure III (FAM III); Beck Depression Inventory all also available in Spanish

ORGANIZATION:	The Rainbow Project, Inc.
PROGRAM/LETTER:	A Early Intervention and Prevention

10. PROGRAM BUDGET

a. 2012 BUDGETED

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	212,000	167,500	26,500	18,000	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	99,162	74,767	12,395	12,000	0
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	0	0	0	0	0
FUNDRAISING DONATIONS	122,000	85,278	15,250	21,472	0
USER FEES	38,000	29,950	4,750	3,300	0
OTHER	53,900	42,483	6,737	4,680	0
<b>TOTAL REVENUE</b>	<b>525,062</b>	<b>399,978</b>	<b>65,632</b>	<b>59,452</b>	<b>0</b>

b. 2013 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	224,720	178,030	28,090	18,600	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	116,262	90,869	13,033	12,360	0
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	0	0			0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	120,000	94,440	15,000	10,560	0
USER FEES	50,000	40,250	6,250	3,500	0
OTHER**	60,000	47,680	7,500	4,820	0
<b>TOTAL REVENUE</b>	<b>570,982</b>	<b>451,269</b>	<b>69,873</b>	<b>49,840</b>	<b>0</b>

\*OTHER GOVT 2013

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

\*\*OTHER 2013

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>ERROR</b>	

ORGANIZATION:	The Rainbow Project, Inc.
PROGRAM/LETTER:	A Early Intervention and Prevention

**11. 2014 PROGRAM CHANGE EXPLANATION**

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

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

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

Based upon past and current trends in # of children & families referred to the agency for services and growth in 2010 #'s on Rainbow Project waiting list, we anticipate expansion in this program.

b. 2014 COST EXPLANATION

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

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

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

Program expansion, loss of income in both private/public sector, possible rental income loss, cost-of-living "catch-up" due to increases in health insurance, building maintenance, technological needs.

c. 2014 PROPOSED BUDGET		ACCOUNT CATEGORY			
REVENUE SOURCE	BUDGET TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	234,720	188,090	28,090	18,540	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	116,262	89,359	14,533	12,370	0
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	0	0		0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER**	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>350,982</b>	<b>277,449</b>	<b>42,623</b>	<b>30,910</b>	<b>0</b>

\*OTHER GOVT 2014

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

\*\*OTHER 2014

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	



**Staff Comments:** Current Board membership numbers, experience and diversity of expertise or representation seem adequate to provide appropriate oversight to organization. Agency has extensive history providing services in Madison.

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

**Staff Comments:** Budget pages submitted had multiple errors and inconsistencies . Agency seems financially sound, but had difficulty completing agency budget pages and generating necessary financial reports.

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

**Staff Comments:** Agency utilizes volunteers in appropriate roles. Agency has necessary partnerships and collaborations in place.

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

**Staff Comments:** Demographic data related to training population and who they may serve is not outlined in the application.

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**Follow up questions for Agency: Clarify Budget and personnel schedule.**

### **Staff Recommendation**

Not recommend for consideration

Recommend for consideration

Recommend with Qualifications

**Suggested Qualifications: Clarify Budget and personnel schedule.**

**Program description and contract goals should be consistent with current contract.**

Program Description:

**Rainbow Project**  
*Children of Violent Homes*

**Program Synopsis**

Rainbow staff will provide training and community education to a variety of City of Madison service providers that will enable the providers to more effectively respond to traumatized children and their families. *(Child care settings and early childhood programs to be excluded as this will be addressed under the PRIDE Program).* Trainings topics may include "Family Relationships Experiencing Trauma"; "Children & Youth Exposed to Domestic Violence" and "Children of Violent Homes". Rainbow will provide training evaluations at each event, which will form the basis for outcome reporting for this contracted service. Rainbow will demonstrate that feedback received through training evaluations was considered in the design and implementation of training.

**Goal Customer / Participant Geography**

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

**Agency and Management History**

The Rainbow Project consists of staff, interns, volunteers and language interpreters, who are celebrating 30 years as a state licensed, independent non-profit. They have experience in the areas of cultural competency, strength and evidence-based services for young children (infants-10 years) and their adult caregivers, and families who have experienced trauma. The agency philosophy of addressing core issues rather than superficial symptoms is significant as is the goal of maximizing healthy independence for consumers and building capacity through community education/training presentations. Comprehensive services provided are based on sound theoretical knowledge.

**Benchmarks/Outcome Measure to comparable Projects**

Participants receiving CVH training will have an increased understanding of domestic violence and impact on children/families and be able to identify at least one element in their daily practice that they will either change or have reinforced.

Performance History	2009	2010	2011	2012 (est.)									
# of training events	8	11	38	30									
# of participants	233	279	1382	1300									
CD funds expended	\$18,155	\$18,155	\$18,155	\$18,155									

Sources: CR Allocations, Agency Service Reports



### **Program Development**

The Rainbow Project is the first in the nation to provide specialized early intervention, trauma-focused services for young children & caregiver victims of domestic violence. The Wisconsin Council on Criminal Justice first funded the Rainbow Project in 1980. Working service agreements have been in place with Domestic Abuse Intervention Services throughout the past 30 years. Domestic Abuse Intervention Services was one of several collaborative agencies writing letters of support for the Rainbow Project to begin. Several Rainbow clinicians have background in work at domestic violence shelters & in understanding and addressing needs of children exposed to domestic violence including state-of-the-art work based on research on how trauma impacts caregiver/child relationships & attachment.

### **Program Design**

Rainbow Project staff will provide at least 15 trainings or events, on the impact of domestic violence on children and trauma related issues for City of Madison service providers in schools, human service agencies, non profits, and law enforcement, with a target audience of at least 700 participants. Rainbow will coordinate with Domestic Abuse Intervention Services, Youth Services of Southern Wisconsin, and/ or Family Services (CVH agencies) on at least three trainings

### **Reward**

Increased knowledge and awareness of the needs of children exposed to domestic violence for teachers, service providers, attorneys, and the community-at-large

### **Risk**

Public funds may be decreased based on other priorities.

ORGANIZATION:	<b>ORGANIZATION</b>
PROGRAM/LETTER:	<b>B Children of Violent Homes Project</b>
OBJECTIVE STATEMENTS:	<b>OCS: Domestic Violence, Sexual Assault, Crisis Intervention B2: Trauma-Children and Youth (CSC</b>

**DESCRIPTION OF SERVICES**

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

Madison/Dane County law enforcement, District Attorney's Office, Domestic Abuse Intervention Services (DAIS), Schools, Early Childhood Education and Care programs, homeless shelters, hospitals, substance abuse treatment programs, other mental health/social services agencies: Respite Center, Family Enhancement, report increases in children/families impacted by exposure to domestic violence who require trauma-focused, restorative intervention. United Way of Dane County and other funding sources and forums indicate a growing need for timely support across the continuum for this vulnerable population. Cases recently involve young children under the age of 10 years witnessing or directly injured in domestic violence incidents that present more severe violence & risk of developing post traumatic stress disorder & phys.injury/death. Research indicates long-term negative effects can be avoided if earlier timely evidence-based intervention is provided for both children and their caregivers.

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

A full continuum of services and ages for children are identified & provided to (4) collaborating agencies: Domestic Abuse Intervention Services, Family Service, Briarpatch & the Rainbow Project. The Rainbow Project provides services for young children and their non-offending caregivers. Services include onsite (home, community, hospital, scene of trauma situation, school or childcare setting) crisis intervention; developmental and trauma screening, trauma stabilization; prevention education & skills-building alternatives to violence, anger management, conflict resolution, assertiveness, social skills, stress management skills, self esteem/self concept in individual, family, group or classroom setting; onsite consultation/training for parents, caregivers, foster parents, teachers, advocates, social workers and other mental health/social services practitioners. EXPECTATIONS include increased capacity/resources/support/response network in children/family environment, greater informed adults who can respond and provide support/education needed for children to recover from trauma sooner rather than later. OTHER EXPECTATIONS: Reduction in symptoms for children/families exposed to domestic violence, greater adjustment in classroom settings, progression in areas of development (social/emotional, cognitive, speech, depression, violent behavior, somatic illness, poor academic performance, others); long term prevention of more serious problems from occurring, including future domestic violence and/or more permanent mental health, juvenile corrections, criminal behaviors.

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

Same as Program A Early Intervention services & also add: 1)Timely, appropriate response to crisis situations involving children/families exposed to domestic violence referred by law enforcement, district attorneys office, hospitals 2) Referral Coordination & Initial stabilization for children/victims of domestic violence 3) Short term specialized services to stabilize child/victims of domestic violence & reduce symptoms 4) Community education, advocacy, networking to expand knowledge/understanding of domestic violence impact on children/victims 5) Serve a total of 310 children.

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

For enrolled children and families emergency services available 24 hours/7 days a week; scheduled appointments during the day Monday-Friday 9 a.m. - 5 p.m. Individual scheduling flexible as needed and appropriate.

ORGANIZATION:	<b>ORGANIZATION</b>
PROGRAM/LETTER:	<b>B Children of Violent Homes Project</b>

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

Rainbow clinicians served 192 children in 2011, totalling 153 families identifying domestic violence as a contributing factor at the time of their referral/intake contact, approximately 20% spanish speaking; age ranges were from 18 months to 14 years;

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

Services provided at Rainbow clinic, as well as onsite in home, hospitals, school or child care/after school settings, shelters, community-at-large for crisis response or training presentations.

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

Active members of the Children of Violent Homes Project/Children/Youth Domestic Violence Subcommittee include school representatives (Madison, Waunakee, Sun Prairie) as well as the Dept. of Human Services, members of the (4) (CVH) agencies; recent training presentations (2011)=38 with 1,382 audience participants including law enforcement, volunteers, grandparents who are raising their grandchildren, attorneys, teachers, service organizations, early childhood programs, hospital staff, Big Brothers/Big Sisters, Single Parent Groups and the public at large. Topics included "Family Relationships Experiencing Trauma"; "Children & Youth Exposed to Domestic Violence" and "Children of Violent Homes" in radio, television and written media. In 2011, CVH agencies are revising their CVH video "Innocent By Standers" to further expand awareness, knowledge & understanding of this vulnerable population.

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

For Program B, Children of Violent Homes in particular, we coordinate services for this special population through the Children of Violent Homes/Children & Youth Subcommittee of the Domestic Violence Coordinated Community Response Task Force. In addition, a member of this subcommittee serves on the Domestic Violence Task Force & the Task Force Steering Committee & Commission on Sensitive Crimes. Coordination also occurs through participation on the Dane Co. Children & Youth Consortium, Madison/Dane Co. Community Mental Health Collaborative & the Governor's Domestic Violence Children/Youth Subcommittee

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

Childcare during adult/caregiver groups or adult client appointments; technical assistance (legal, law enforcement), clerical;

10. Number of volunteers utilized in 2011?


Number of volunteer hours utilized in this program in 2011?

ORGANIZATION:	<b>ORGANIZATION</b>
PROGRAM/LETTER:	<b>B Children of Violent Homes Project</b>

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

Increases in domestic violence cases and severity of violence suffered by victims, observed by Domestic Abuse Intervention Services advocates, who are the clearinghouse for the CVH Project, resulting in longer waiting lists. Barriers described for Program A should also be included here and in addition: Lack of awareness and understanding of the needs of children impacted by exposure to domestic violence. School and childcare expulsions and suspensions for behavior problems sometimes due in part to untreated trauma. Responses can sometimes further traumatize children unless teachers, health care providers, mental health and other social service providers, social workers, child care providers receive training to enhance awareness, understanding and response to children/families who have experienced domestic violence. Housing shortages are a barrier to providing services. Often basic human resources/stability needed before trauma work can begin. Major underfunding of appropriate specialized evidence based continuum of services available to respond to crisis, early intervention services. Access to effective trauma-focused services limited in current healthcare system.

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

Including experience described for Program A as well as: The Rainbow Project is the first in the nation to provide specialized early intervention, trauma-focused services for young children & caregiver victims of domestic violence. The Wisconsin Council on Criminal Justice first funded the Rainbow Project in 1980. Working service agreements have been in place with Domestic Abuse Intervention Services throughout the past 30 years. Domestic Abuse Intervention Services was one of several collaborative agencies writing letters of support for the Rainbow Project to begin. Several Rainbow clinicians have background in work at domestic violence shelters & in understanding and addressing needs of children exposed to domestic violence including state-of-the-art work based on research on how trauma impacts caregiver/child relationships & attachment.

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

State of Wisconsin Dept. of Regulation & Licensing Outpatient Psychotherapy Clinic; Core knowledge areas certified for Early Childhood Continuing Education training;

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

Staff Title	FTE	Credentials/Qualifications
Agency Director	0.03	min MS/MA specialize child/adults/family trauma; clinical & administrative experience
Clinical Manager & Therapist		min MS/MA specialization trauma; clinical/administrative; systems
Referral Coordinator		
Child/Family Therapists		min MS/MA related fields Clinical Social Work, Counseling, Psych Parenting
Executive Assistant		Bachelor's Degree and experience in non-profit
Financial Coordinator		

ORGANIZATION:  
PROGRAM/LETTER:

<b>ORGANIZATION</b>
<b>B Children of Violent Homes Project</b>

15. CONTRIBUTING RESEARCH

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

1) The Rainbow Project, Inc.: A Responsive, Evidence-Based Practice Evaluation, completed by doctoral students Kevin Armshaw & Brandon Covalt, Prevention Project Assignment Conclusion, December 2000, UW Madison Human Ecology Dept. 2) Trauma-Focused Cognitive Behavioral Treatment (TF-CBT), National Trauma Support Network (University of California) for children and adults 3) Richard Gelles research, Family Violence Research Project, New Hampshire 4) Cognitive Behavior Intervention, Treatment and Support (CBITS) evidence-based curricula for children's groups 5) Theraplay Institute best-practice intervention focusing on caregiver/child attachment/trust, Dr. Ann Jernberg 6) "Allies in the Classroom" YOUNG CHILD, National Assn. on the Education of Young Children research on strengthening caregiver/preschool teacher relationships to strengthen child development and growth 7) Dr. Bruce Perry, M.D., PhD, the Child Trauma Academy, Houston, Texas Early Childhood Brain Development Research Neuroscience on Child Maltreatment 8) Erickson Research Institute, Chicago, Illinois Midwest Infant Mental Health Initiative 8. Families in Crisis, Nancy Boyd, a Multicultural Perspective 9) Anger Coping evidence-based children group curricula 10) Dr. Stanley Greenspan, M.D. Professor of Psychiatry and Pediatrics, George Washington University Medical School, Program Director and board member of ZERO to THREE: The National Center for Infants, Toddlers/Families and author and clinician: the Growth of the Mind: Infancy and Early Childhood; First Feelings; Playground Politics; The Challenging Child. 11) Beverly James, Attachment and Young Trauma Victims 12) Eliana Gil, The Healing Power of Play 13) Complex Trauma in Children and Adolescents, May 2005 Psychiatric Annals 35:5, Dr. Alexandra Cook, Dr. Joseph Spinnazzola & Dr. Margaret Blaustein, The Trauma Center, Justice Resource Institute & Natl Center on Family Homelessness, Boston, MA, White Paper of the Natl Child Traumatic Stress Network

16. ACCESS FOR LOW-INCOME INDIVIDUALS AND FAMILIES

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

70.0%
-------

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

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

X
X

17. HOW IS THIS INFORMATION CURRENTLY COLLECTED?

Consumer self-report when coming for initial Consultation appointment and when completing Initial Interview packet at clinic. Follow up on a regular, ongoing basis after family enrolled into program on a quarterly basis.

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

No families denied services due to lack of ability to pay. Specific # of openings available for children/families for insured or underinsured based upon available public/private funding, agency capacity. Some "therapeutic fees" charged to consumers receiving services to maximum consumer efficacy.

ORGANIZATION:	<b>ORGANIZATION</b>
PROGRAM/LETTER:	<b>B Children of Violent Homes Project</b>

**DEMOGRAPHICS**

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

DESCRIPTOR	Part. #	Part. %	Staff #	Staff %	DESCRIPTOR	Part. #	Part. %	Staff #	Staff %
<b>TOTAL</b>	0	0%	0	0%	<b>RESIDENCY</b>				
MALE	0	0%	0	0%	CITY OF MADISON	0	0%		
FEMALE	0	0%	0	0%	DANE COUNTY (NOT IN CITY)	0	0%		
UNKNOWN/OTHER	0	0%	0	0%	OUTSIDE DANE COUNTY	0	0%		
					TOTAL RESIDENCY	0	0%		
					<b>AGE</b>				
					<2	0	0%		
					2 - 5	0	0%		
					6 - 12	0	0%		
					13 - 17	0	0%		
					18 - 29	0	0%		
					30 - 59	0	0%		
					60 - 74	0	0%		
					75 & UP	0	0%		
					TOTAL AGE	0	0%		
					<b>RACE</b>				
					WHITE/CAUCASIAN	0	0%	0	0%
					BLACK/AFRICAN AMERICAN	0	0%	0	0%
					ASIAN	0	0%	0	0%
					AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%
					NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%
					MULTI-RACIAL:	0	0%	0	0%
					Black/AA & White/Caucasian	0	0%	0	0%
					Asian & White/Caucasian	0	0%	0	0%
					Am Indian/Alaskan Native & White/Caucasian	0	0%	0	0%
					Am Indian/Alaskan Native & Black/AA	0	0%	0	0%
					BALANCE/OTHER	0	0%	0	0%
					TOTAL RACE	0	0%	0	0%
					<b>ETHNICITY</b>				
					HISPANIC OR LATINO	0	0%	0	0%
					NOT HISPANIC OR LATINO	0	0%	0	0%
					TOTAL ETHNICITY	0	0%	0	0%
					<b>PERSONS WITH DISABILITIES</b>	0	0%	0	0%

Part. = Participant

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

ORGANIZATION:	<b>ORGANIZATION</b>
PROGRAM/LETTER:	<b>B Children of Violent Homes Project</b>

**PROGRAM OUTCOMES**

Number of unduplicated individual participants served during 2011.	0
Total to be served in 2013.	225

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

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

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

Outcome Objective # 1:	Stabilization for children and families impacted by domestic violence
Performance Indicator(s):	Reduced symptoms of trauma and developmental functioning

Proposed for 2013:	Total to be considered in	225	Targeted % to meet perf. measures	85%
	perf. measurement		Targeted # to meet perf. measure	191.25
Proposed for 2014:	Total to be considered in	250	Targeted % to meet perf. measures	85%
	perf. measurement		Targeted # to meet perf. measure	212.5

Explain the measurement tools or methods:	Same as Program A but also add: Minnesota Childrens Group Witnesses in Domestic Violence assessment/inventory
-------------------------------------------	---------------------------------------------------------------------------------------------------------------

Outcome Objective # 2:	Provide at least (10) training presentations in 2011, (6) interagency Children of Violent Homes coordination meetings + (12) networking task force meetings
Performance Indicator(s):	Increased knowledge, awareness of the needs of children exposed to domestic violence for teachers, attorneys, community-at-large

Proposed for 2013:	Total to be considered in	225	Targeted % to meet perf. measures	85%
	perf. measurement		Targeted # to meet perf. measure	191.25
Proposed for 2014:	Total to be considered in	250	Targeted % to meet perf. measures	85%
	perf. measurement		Targeted # to meet perf. measure	212.5

Explain the measurement tools or methods:	Minutes from Children of Violent Homes Project Interagency Committee Meetings bimonthly; Data compiled from inservice training presentation evaluations; Minutes from Domestic Violence Task Force and Steering Committee meetings
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ORGANIZATION:	The Rainbow Project, Inc.
PROGRAM/LETTER:	B Children of Violent Homes

10. PROGRAM BUDGET

a. 2012 BUDGETED

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	18,155	13,617	2,269	2,269	0
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	11,000	8,250	1,375	1,375	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	0	0	0	0	0
FUNDRAISING DONATIONS	4,880	3,660	610	610	0
USER FEES	2,400	1,800	300	300	0
OTHER	4,000	3,000	500	500	0
<b>TOTAL REVENUE</b>	<b>40,435</b>	<b>30,327</b>	<b>5,054</b>	<b>5,054</b>	<b>0</b>

b. 2013 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	28,140	21,106	3,517	3,517	0
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	15,000	11,250	1,875	1,875	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	4,580	3,360	610	610	0
USER FEES	3,000	2,325	338	338	0
OTHER**	4,000	3,000	500	500	0
<b>TOTAL REVENUE</b>	<b>54,720</b>	<b>41,041</b>	<b>6,840</b>	<b>6,840</b>	<b>0</b>

\*OTHER GOVT 2013

Source	Amount	Terms
Private foundation grants	0	
interest	0	
rental parking	0	
training fees	0	
	0	
<b>TOTAL</b>	<b>0</b>	

\*\*OTHER 2013

Source	Amount	Terms
United Way	0	
User Fees	0	
Private foundation grants	0	
fundraising events	0	
	0	
<b>TOTAL</b>	<b>ERROR</b>	



ORGANIZATION:	The Rainbow Project, Inc.
PROGRAM/LETTER:	B Children of Violent Homes

**11. 2014 PROGRAM CHANGE EXPLANATION**

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

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

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

200 characters (w ith spaces) (2 lines max.) Because some funding sources are on 2 or 5 year funding cycles the opportunity to request additional funding in a specific year is not possible.

b. 2014 COST EXPLANATION

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

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

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

200 characters (w ith spaces) (2 lines max.) In order to maintain current program funding in 2013, may need to request addtl. funding.

c. 2014 PROPOSED BUDGET		ACCOUNT CATEGORY			
REVENUE SOURCE	BUDGET TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-COMM SVCS	28,984	21,738	3,623	3,623	0
MADISON-CDBG	0	0	0	0	0
UNITED WAY ALLOC	15,000	11,138	1,931	1,931	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	4,717	3,645	422	650	0
USER FEES	3,090	2,384	353	353	0
OTHER**	4,120	3,090	515	515	0
<b>TOTAL REVENUE</b>	<b>55,911</b>	<b>41,995</b>	<b>6,844</b>	<b>7,072</b>	<b>0</b>

\*OTHER GOVT 2014

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

\*\*OTHER 2014

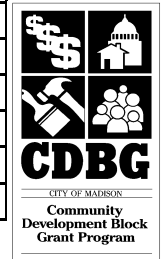
Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>ERROR</b>	

APPLICATION FOR 2013-2014 FUNDS



1. AGENCY CONTACT INFORMATION

Organization	The Rainbow Project, Inc.	
Mailing Address	831 EAST WASHINGTON AVE.	
Telephone	(608)255-7356 X 321	
FAX	(608)255-0457	
Admin Contact	Sharyl Kato	
Financial Contact	Jode Rettschlag	
Website	http://www.therainbowproject.net	
Email Address	skato@therainbowproject.net	
Legal Status	Private: Non-Profit	
Federal EIN:	39-1422626	
State CN:		
DUNS #		



2. SIGNATURE PAGE

AFFIRMATIVE ACTION

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

LIVING WAGE ORDINANCE

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

CITY OF MADISON CONTRACTS

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

3. SIGNATURE

Enter name:

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

DATE

AGENCY CONTACT INFORMATION

ORGANIZATION **The Rainbow Project, Inc.**

1. AGENCY CONTACT INFORMATION

A	Early Intervention and Prevention	OCS: Domestic Violence, Sexual Assault, Crisis Intervention B1: Prevention-Abuse and Neglect (CSC)										
	Contact: Sharyl Kato	New Prg?	No	Phone:	608.255.7356 x321	Email:	skato@therainbowproject.net					
B	Children of Violent Homes	OCS: Domestic Violence, Sexual Assault, Crisis Intervention B2: Trauma-Children and Youth (CSC)										
	Contact: Darren LeCount	New Prg?	No	Phone:	608.255.7356 x317	Email:	dlecount@therainbowproject.net					
C	PRIDE Project	OCS: Children and Families B1: Specialized Train/Consult (ECCEC)										
	Contact: Kat Koslov	New Prg?	No	Phone:	608.255.7356 x316	Email:	kkoslov@therainbowproject.net					
D	Grandparents & Other Relatives As Parents	OCS: Children and Families A2: Parent Education (ECCEC)										
	Contact: Kat Koslov	New Prg?	No	Phone:	608.255.7356 x316	Email:	kkoslov@therainbowproject.net					
E	Program E	Select an Objective Statement from the Drop-Down										
	Contact:	New Prg?		Phone:		Email:						
F	Program F	Select an Objective Statement from the Drop-Down										
	Contact:	New Prg?		Phone:		Email:						
G	Program G	Select an Objective Statement from the Drop-Down										
	Contact:	New Prg?		Phone:		Email:						
H	Program H	Select an Objective Statement from the Drop-Down										
	Contact:	New Prg?		Phone:		Email:						

2. AGENCY REVENUE DETAILED BY PROGRAM

REVENUE SOURCE	2011 ACTUAL	2012 BUDGET	2013-14 PROPOSED	2013-14 PROPOSED PROGRAMS								Non-City	
				A	B	C	D	E	F	G	H		
DANE CO HUMAN SVCS	218,620	436,000	455,621	224,720	0	0	6,181	0	0	0	0	0	224,720
DANE CO CDBG	0	0	0	0	0	0	0	0	0	0	0	0	0
MADISON-COMM SVCS	164,227	138,857	169,669	116,262	28,140	17,467	7,800	0	0	0	0	0	0
MADISON-CDBG	0	0	0	0	0	0	0	0	0	0	0	0	0
UNITED WAY ALLOC	109,00	147,522	155,000	0	15,000	0	15,000	0	0	0	0	0	125,000
UNITED WAY DESIG	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER GOVT	0	0	0	0	0	0	0	0	0	0	0	0	0
FUNDRAISING DONATIONS	150,980	251,680	247,548	120,000	4,580	0	2,968	0	0	0	0	0	120,000
USER FEES	121,980	78,700	103,000	50,000	3,000	0	0	0	0	0	0	0	50,000
OTHER	0	115,313	123,400	60,000	4,000	0	5,500	0	0	0	0	0	53,900
<b>TOTAL REVENUE</b>	<b>655,807</b>	<b>1,168,072</b>	<b>1,254,238</b>	<b>570,982</b>	<b>54,720</b>	<b>17,467</b>	<b>37,449</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>573,620</b>

**3. AGENCY ORGANIZATIONAL PROFILE**

a. AGENCY MISSION STATEMENT

Vision: A safe, healthy and nurturing world for children and families. Mission: The Rainbow Project provides restorative healing & hope for young children & their families who have experienced trauma, building a foundation for the mastery of life sustaining skills. VALUES - Respect, Growth, Compassion, Collaboration, Excellence; Services for families with young children, in Dane Co & surrounding areas. Rainbow staff provide individualized, consumer-centered & responsive services within a variety of settings & include short/long term counseling, prevention, early intervention.

b. AGENCY EXPERIENCE AND QUALIFICATIONS

The Rainbow Project consists of staff (15 staff = 11.2 FTE positions) plus interns, volunteers and language interpreters, who are celebrating 32 years as a state licensed, independent non profit. We have an accumulated wealth of qualifications and experience (100+ years) in the areas of culturally competency, strength and evidence-based services for young children (infants-10 years) and their adult caregivers and families who have experienced trauma. In addition to experience/qualifications, the agency philosophy of addressing core issues rather than superficial symptoms is significant as is the goal of maximizing healthy independence for consumers and building capacity through community education/training presentations. Comprehensive services provided are based on sound theoretical knowledge: Erickson, Piaget within a psychosocial, developmental theory, ecological, systemic model. What makes the agency unique are "Areas of Core Competency...Building Resiliency": particularly in: EARLY ATTACHMENT OF CHILDREN W/ PRIMARY CAREGIVERS: Agency clinicians have expertise in INFANT & EARLY CHILDHOOD MENTAL HEALTH, as well as PROFESSIONAL ETHICS/BOUNDARIES; COORDINATION WITH OTHER SYSTEMS & SERVICE PROVIDERS; ADDRESSES SECONDARY TRAUMA BEST-PRACTICE WITH CLINICIANS; HIGH COMPETENCY IN PLAY THERAPY; LONGITUDINAL PERSPECTIVE IN SEEING CHANGE AS A PROCESS NOT AN EVENT; COMMUNITY COLLABORATION & NETWORKING CONSISTENT PRIORITY FOR 30 YEARS; COMMUNITY OUTREACH & TEAMING; REDEFINING MENTAL HEALTH SERVICES AS A POSITIVE PROACTIVE HEALTHY EXPERIENCE TO PREVENT MENTAL ILLNESS; EXPERTISE IN COMPLEX-MULTI TRAUMA; FAMILY-CENTERED APPROACH vs IDENTIFIED PATIENT; FAMILY CHANGE PERSPECTIVE IN DIVORCE & LIFE TRANSITIONS; EXPERTISE IN TRAUMA TREATMENT & RECOVERY THROUGH LIFE SPAN, INCLUDING NATURAL DISASTERS, CHILD ABUSE, NEGLECT, DOMESTIC VIOLENCE, CHILD SEXUAL ABUSE, COMMUNITY VIOLENCE; EMOTIONAL ABUSE/NEGLECT. CLINICIANS LICENSED WITH STATE OF WISCONSIN, MAINTAIN EXCEPTIONAL ABILITY TO DEVELOP TRUST & FACILITATE CHANGE, INSTILL HOPE FOR FAMILIES BEYOND DEALING WITH SYMPTOMS, PLANTING SEEDS PROVIDING CAPACITY FOR FUTURE GROWTH AND RESILIENCY. Agency-wide, Rainbow staff served a total of 1,095 children and 660 adults, in 2011, within 8 direct service programs.

**4. AGENCY GOVERNING BODY**

How many Board meetings were held in 2011?	12
How many Board meetings has your governing body or Board of Directors scheduled for 2012?	12
How many Board seats are indicated in your agency by-laws?	9 to 13

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

<b>Name</b>	<b>Ellen Schwartz</b>				
Home Address	W5411 Highland Dr New Glarus, WI 53574				
Occupation	Retired Police Officer, City of Madison				
Representing					
Term of Office		From:	03/2009	To:	03/2015
<b>Name</b>	<b>Jason Speich</b>				
Home Address	1112 Garfield St; Madison, WI 53711				
Occupation	Financial Advisor				
Representing					
Term of Office		From:	07/2008	To:	06/2014
<b>Name</b>	<b>Sandra Rivera</b>				
Home Address	201 Crystal Lane Madison, WI 53714				
Occupation	School Social Worker, MMSD				
Representing					
Term of Office		From:	01/2001	To:	01/2013
<b>Name</b>	<b>Robert Cramer Jr.</b>				
Home Address	3207 Parmenter St Middleton, WI 53562				
Occupation	Finance Officer, Middleton Bank				
Representing					
Term of Office		From:	04/2010	To:	04/2013
<b>Name</b>	<b>Steven Koslov, M.D.</b>				
Home Address	1365 Boundary Rd Middleton, WI 53562				
Occupation	Clinical Professor Pediatrics, University of Wisconsin				
Representing					
Term of Office		From:	04/2008	To:	03/2014
<b>Name</b>	<b>Sharyl Kato</b>				
Home Address	206 Winnequah Rd Madison WI 53716				
Occupation	Director, Child & Family Therapist, The Rainbow Project				
Representing					
Term of Office		From:	08/1980	To:	08/2013
<b>Name</b>	<b>Allison Cooley</b>				
Home Address	308 Melissa Lane Cottage Grove, WI 53527				
Occupation	Organization Effectiveness Consultant, American Family Insurance				
Representing					
Term of Office		From:	07/2009	To:	06/2015
<b>Name</b>	<b>Erica Serlin</b>				
Home Address	6714 Colony Dr Madison, WI 53717				
Occupation	Psychologist				
Representing					
Term of Office		From:	10/2007	To:	10/2013

**AGENCY GOVERNING BODY cont.**

<b>Name</b>	<b>James Campbell</b>			
Home Address	1829 Barrington Dr Sun Prairie, WI 53590			
Occupation	Professor/Department Chair; UW Dept. of Liberal Studies & Arts			
Representing				
Term of Office		From:	03/2008	To: 02/2014
<b>Name</b>	<b>Jessica Strong</b>			
Home Address	714 Notting Hill Way; Madison, WI 53718			
Occupation	Human Resources Asst; Goodwill Industries			
Representing				
Term of Office		From:	10/2011	To: 10/2014
<b>Name</b>	<b>Paula Doyle</b>			
Home Address	6904 North Ave; Middleton, WI 53562			
Occupation	Attorney; Doyle Law Offices			
Representing				
Term of Office		From:	09/2011	To: 09/2014
<b>Name</b>	<b>Juan Colas</b>			
Home Address	112 Frisch Rd; Madison, WI 53711			
Occupation	Circuit Court Judge; Dane County			
Representing				
Term of Office		From:	02/2012	To: 02/2015
<b>Name</b>	<b>Deirdre Hargrove-Krieghoff</b>			
Home Address	802 Eagle Crest Dr Madison, WI 53704			
Occupation	Director, St. Mary's Childcare Center			
Representing				
Term of Office		From:	08/2008	To: 08/2014
<b>Name</b>	<b>Carol Gapen</b>			
Home Address	8399 County Hwy G Verona WI 53593			
Occupation	Attorney, Law Center for Kids & Families			
Representing				
Term of Office		From:	10/2009	To: 09/2012
<b>Name</b>	<b>Omi Baldwin</b>			
Home Address	839 South Shore Dr Madison , WI 53715			
Occupation	Assistant Director, Counseling & Consultation Center, University of Wisconsin			
Representing				
Term of Office		From:	01/2008	To: 12/2013
<b>Name</b>	<b>Barry Callen</b>			
Home Address	2720 Sommers Ave #2 Madison, WI 53704			
Occupation	Consultant			
Representing				
Term of Office		From:	01/2008	To: 12/2013
<b>Name</b>	<b>Susan Carnell</b>			
Home Address	453 Orchard Dr, Madison, WI 53711			
Occupation	Police Officer, City of Madison			
Representing				
Term of Office		From:	01/2009	To: 12/2014

**AGENCY GOVERNING BODY cont.**

<b>Name</b>	<b>Robert Cramer Sr</b>				
Home Address	4821 Woodburn Dr Madison, WI 53711				
Occupation	Visiting professor, University of Wisconsin				
Representing					
Term of Office		From:	01/2009	To:	12/2014
<b>Name</b>	<b>Carola Gaines</b>				
Home Address	5705 Claredon Dr Madison WI 53711				
Occupation	Badger Care Health Outreach Manager, UW Hospitals				
Representing					
Term of Office		From:	01/2008	To:	12/2013
<b>Name</b>	<b>Sue Albert</b>				
Home Address	21 Mountain Ash Trail Madison WI 53717				
Occupation	Retired Early Education Director, MMSD				
Representing					
Term of Office		From:	03/2010	To:	02/2013
<b>Name</b>	<b>Sue Sheeran</b>				
Home Address	8810 Nelson Crossing Verona WI 53593				
Occupation	Attorney, Melli Walker Pease & Ruhley, S.C.				
Representing					
Term of Office		From:	02/2010	To:	01/2013
<b>Name</b>	<b>Tony Keshena</b>				
Home Address	585 Toepfer Madison WI 53711				
Occupation	Retired Social Worker, DCHS				
Representing					
Term of Office		From:	01/2010	To:	12/2012
<b>Name</b>	<b>Carole McGuire</b>				
Home Address	502 Glenview Dr Madison WI 53716				
Occupation	Administrator, University of Wisconsin				
Representing					
Term of Office		From:	01/2009	To:	12/2014
<b>Name</b>	<b>Richard Rieselbach</b>				
Home Address	1022 Hillside Ave Madison WI 53705				
Occupation	Professor Emeritus, University of Wisconsin Medical School				
Representing					
Term of Office		From:	06/2010	To:	05/2015
<b>Name</b>	<b>Carol Stotlar</b>				
Home Address	9 Gray Fox Circle Madison WI 53717				
Occupation	Certified Public Accountant, Stotlar & Stotlar, S.C.				
Representing					
Term of Office		From:	01/2009	To:	12/2014
<b>Name</b>	<b>Teresa Tellez-Giron</b>				
Home Address	5325 Brody Dr Madison WI 53705				
Occupation	Specialist, DCHS Social Services				
Representing					
Term of Office		From:	01/2010	To:	12/2012

## 5. STAFF-BOARD-VOLUNTEER DEMOGRAPHICS

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

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

DESCRIPTOR	STAFF		BOARD		VOLUNTEER	
	Number	Percent	Number	Percent	Number	Percent
<b>TOTAL</b>	<b>ERROR</b>	<b>0%</b>	32	100%	99	100%
<b>GENDER</b>						
MALE	7	25%	9	28%	45	45%
FEMALE	21	75%	23	72%	54	55%
UNKNOWN/OTHER	0	0%	0	0%	0	0%
TOTAL GENDER	28	100%	32	100%	99	100%
<b>AGE</b>						
LESS THAN 18 YRS	0	0%	0	0%	5	5%
18-59 YRS	24	86%	22	69%	76	77%
60 AND OLDER	4	14%	10	31%	18	18%
TOTAL AGE	28	100%	32	100%	99	100%
<b>RACE*</b>						0
WHITE/CAUCASIAN	19	68%	30	94%	83	84%
BLACK/AFRICAN AMERICAN	3	11%	2	6%	11	11%
ASIAN	1	4%	0	0%	0	0%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	0	0%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0	0%
MULTI-RACIAL:	0	0%	0	0%	5	5%
Black/AA & White/Caucasian	0	0%	0	0%	5	100%
Asian & White/Caucasian	0	0%	0	0%	0	0%
Am Indian/Alaskan Native & White/Caucasian	0	0%	0	0%	0	0%
Am Indian/Alaskan Native & Black/AA	0	0%	0	0%	0	0%
BALANCE/OTHER	0	0%	0	0%	0	0%
TOTAL RACE	23	82%	32	100%	99	100%
<b>ETHNICITY</b>						
HISPANIC OR LATINO	3	11%	3	9%	27	27%
NOT HISPANIC OR LATINO	25	89%	29	91%	72	73%
TOTAL ETHNICITY	28	100%	32	100%	99	100%
<b>PERSONS WITH DISABILITIES</b>	1	4%	0	0%	2	2%

\*These categories are identified in HUD standards.



6. AGENCY EXPENSE BUDGET

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

Where possible, use audited figures for 2011 Actual.

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

Account Description	2011 ACTUAL	2012 BUDGET	2013-14 PROPOSED
<b>A. PERSONNEL</b>			
Salary	435,300	415,000	0
Taxes	70,600	62,000	0
Benefits	52,200	58,000	0
<b>SUBTOTAL A.</b>	<b>558,100</b>	<b>907,979</b>	<b>984,585</b>
		ERROR	ERROR
<b>B. OPERATING</b>			
All "Operating" Costs	108,040	92,200	0
<b>SUBTOTAL B.</b>	<b>108,040</b>	<b>141,096</b>	<b>155,900</b>
		ERROR	ERROR
<b>C. SPACE</b>			
Rent/Utilities/Maintenance	32,770	61,000	0
Mortgage (P&I) / Depreciation / Taxes	46,517	26,000	0
<b>SUBTOTAL C.</b>	<b>79,287</b>	<b>118,997</b>	<b>113,753</b>
		ERROR	ERROR
<b>D. SPECIAL COSTS</b>			
Assistance to Individuals	0	0	0
Subcontracts, etc.	0	0	0
Affiliation Dues	0	0	0
Capital Expenditure	0	0	0
Other:	0	0	0
<b>SUBTOTAL D.</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SPECIAL COSTS LESS CAPITAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>745,427</b>	<b>1,168,072</b>	<b>1,254,238</b>
<b>E. TOTAL CAPITAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>

7. PERSONNEL DATA: List Percent of Staff Turnover

6.0%
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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.)
---------------------------------------------



b. Seasonal Employees

Seasonal/Project Employee ONLY	Nbr of Weeks	Total Hours	Hourly Wage	Seasonal Earnings	A	B	C	D	E	F	G	H	Non-City
					# HRS	# HRS	# HRS	# HRS	# HRS	# HRS	# HRS	# HRS	# HRS
Special event admin assist	40	0	12.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	40	0		0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00