

**COMMUNITY DEVELOPMENT DIVISION (CDD)
THEORY OF CHANGE**

CDD Vision	All Madison residents and neighborhoods have access to resources and opportunities necessary to help them realize their full potential	
Lens	What is the impact on Poverty, Racial Equity and Social Justice?	
Necessary Conditions For Success	Stable family structures, healthy neighborhoods, supportive communities	Positive Youth Development and Educational Attainment
Contributing Factors	Housing Employment Crisis support Individual and family well-being	Early childhood education After school programming Youth programming Diverse options that fit individuals
CDD roles	Effectively steward city resources by serving as a funder, partner, evaluator, and advocate	
CDD focus constituents	Low-income residents and families; vulnerable populations; broader community and neighborhoods	
CDD Mission	The Community Development Division collaborates with residents, neighborhoods and other community stakeholders to help overcome barriers to opportunity.	

PLAN FOR COMMUNITY DEVELOPMENT DIVISION EXPEDITED CONTRACTS

APRIL 2, 2015

CDD VISION

All Madison residents and neighborhoods have access to resources and opportunities necessary to help them realize their full potential.

NECESSARY CONDITIONS FOR SUCCESS

Stable family structures, healthy neighborhoods and supportive communities are necessary conditions for Madison residents and neighborhoods to realize their full potential.

Positive youth development and education attainment are necessary conditions for Madison residents and neighborhoods to realize their full potential.

Community Development Division activities are reviewed through the lens of their impact on poverty, racial equity and social justice.

COMMUNITY GOALS FOR EXPEDITED CONTRACTS

Continue to provide critical and necessary services consistent with goals of past contracts.

Demonstrate and advance equitable access to services across racial and cultural backgrounds.

Demonstrate and advance opportunities for community involvement in the services provided.

Introduce and incorporate the vision and values of CDD into funding processes and activities.

EXPEDITED CONTRACTS OBJECTIVES

All people, regardless of English language skills* or cultural background, have access to the continuum of services necessary to realize their full potential.

Organizations work collaboratively to improve the continuum of services available.

Organizations engage the population intended to be served in providing responsive services that reflect their priorities and needs.

**Priority languages include, but are not limited to: English, Spanish, Hmong and communication access for deaf and hearing-impaired individuals. Access for clients speaking other languages that are less prevalent in Madison must also be addressed.*

EXPEDITED CONTRACTS STRATEGIES

1. **Collaborative capacity building:** Expand the capacity of the organizations to work more collaboratively with community partners for the purpose of improving the continuum of services.
2. **Minimize disruption and unintended consequences:** Transition changes in CDD funding and activity gradually to minimize disruption and incorporate learning and insights to develop a continuous improvement cycle.

- 3. Process improvement through strategic and intentional learning:** Improve quality and outcomes through meaningful relationships and feedback provided by contracted agencies and community members.

COMMUNITY INDICATORS OF SUCCESS

- Populations intended to be served are engaged in the development, design, delivery and feedback of services provided.
- The diversity within the organizations providing services (boards, staff) reflects the demographics of the populations to be served.
- Dialogue with providers and community members leads to actionable improvements in funding process and services provided.

INTRODUCTION

We seek to understand whether there are any expected and significant changes to services and to understand your experiences with advancing diversity and inclusion, collaboration, community engagement and capacity building. These responses will inform how we can work together as partners and better understand the context you operate in as a service provider. These questions and your responses **do not** relate to current funding levels or requests for changes in funding. Responses are required for all providers seeking to continue contracts.

QUESTIONS

1. **Updates:** Will there be any significant changes in services compared to activities in the 2014 contract*? (e.g., changes in population being served, nature of programming, facility changes)?
 - If Yes, please describe the circumstances and plans for changes.
**refer to 2014 service report and contract narrative*
2. **Diversity and inclusion:** Describe the demographics of this program's participant population in relation to the populations of Madison included below.
 - INSERT TABLE
 - Are there racial or ethnic groups that are underserved? How might you respond to these gaps within your current budget?
 - What processes are in place to respond to the needs of non-English speakers?
3. **Collaboration:** Describe how you have and/or will you collaborate to address the needs of those you serve?
 - How could you collaborate with other providers of similar services to this program?
 - How could you collaborate with complementary organizations? (e.g., those providing different services to the same population)
4. **Community Engagement:** Describe how you solicit and incorporate input from the population you serve into your program and ongoing services. Describe past experiences in involvement strategies and any lessons learned. (e.g.s, input in the development, delivery, design or feedback for services provided using surveys, focus groups, etc.).
 - How could these connections be improved?
5. **Capacity Building:** How could the city assist agencies in building provider capacity to deliver services and make an impact? What activities or resources would be helpful?
6. **Feedback:** We seek your feedback to better understand how we can be more effective partners.

**PLAN FOR COMMUNITY DEVELOPMENT DIVISION
EXPEDITED CONTRACTS**

APRIL 2, 2015

- What worked well with this contract? What could have gone better?
- What difference did this support make to your organization?
- What unexpected challenges did you face in this work?
- How could we, as your funder, provide better support?

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