

Process

- In 2010, CDD Committee members requested information for the Common Council on the role and importance of neighborhood centers, and appropriate funding.
- Input was gathered through community meetings, surveys of current neighborhood centers, discussion with other City departments and other funders, and City committees. Research on other models across the country was also conducted.
- City staff consulted with current neighborhood center directors throughout the process of developing the report.

Purpose of Report

- Part I: Provides a brief overview of city funded neighborhood centers.
- Part II : Describes neighborhood center funding and offers several different approaches to allocating center support funding.
- Part III: Discusses factors, conditions and data to be considered in decisions regarding centers.

Part I: Overview

Definition of a neighborhood center in Madison:

The core mission of neighborhood centers is to serve as resources and focal points for community engagement and development in neighborhoods with concentrated poverty, and provide platforms for the delivery of programming that will have a positive impact on low income residents.

The System of Neighborhood Centers in Madison

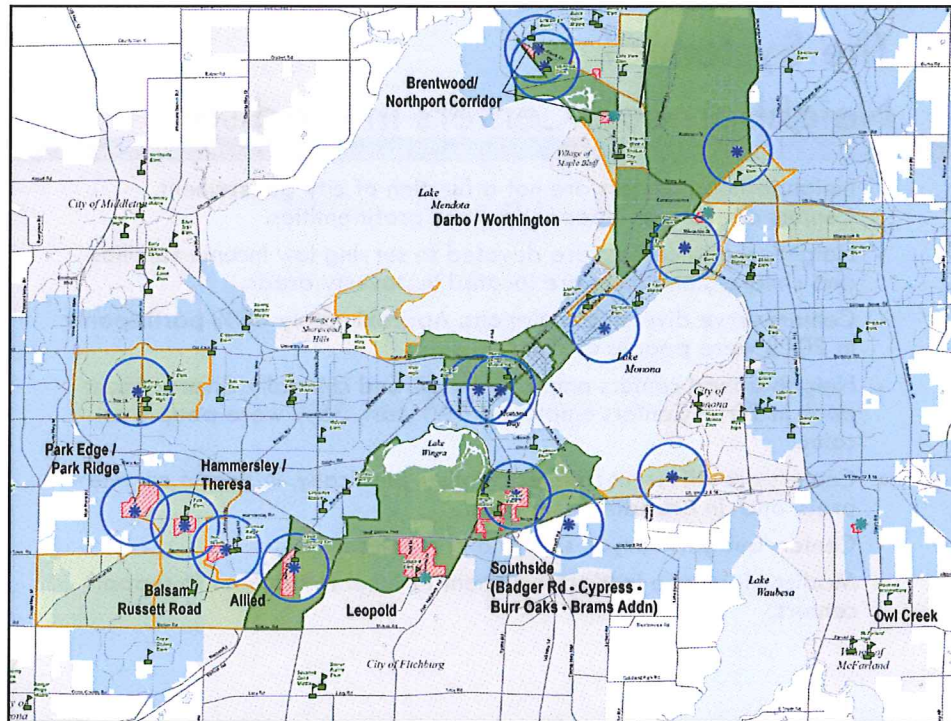
- Neighborhood centers are not a function of city government. Centers operate as independent non profit entities.
- Neighborhood centers are devoted to serving low income families and children, and most are located in poverty areas.
- Centers serve diverse populations. Approximately 48% participants in 2013 were people of color.
- Neighborhood centers employ a large and culturally diverse labor pool. In 2013 Centers employed 590 staff, 35% were people of color.
- Centers are different from each other physically, in size of service area, and in breadth of services.
- Center budgets vary in size and in sources.
- Madison is unique in it's commitment of local tax dollars to support centers.

City Supported Neighborhood Centers

The following is the list of neighborhood centers that currently receive operating support from the City:

- Bayview Community Center
- Boys and Girls Club - Allied
- Boys and Girls Club - Taft
- Bridge/Lake Point/Waunona Neighborhood Center
- Center for Resilient Cities
- East Madison Community Center
- Goodman Community Center
- Kennedy Heights Community Center
- Lussier Community Education Center
- Meadowood Neighborhood Center
- Neighborhood House Community Center
- Theresa Terrace Neighborhood Center (To open in 2015)
- Vera Court Neighborhood Center
- Wilmar Neighborhood Center
- Wisconsin Youth Company

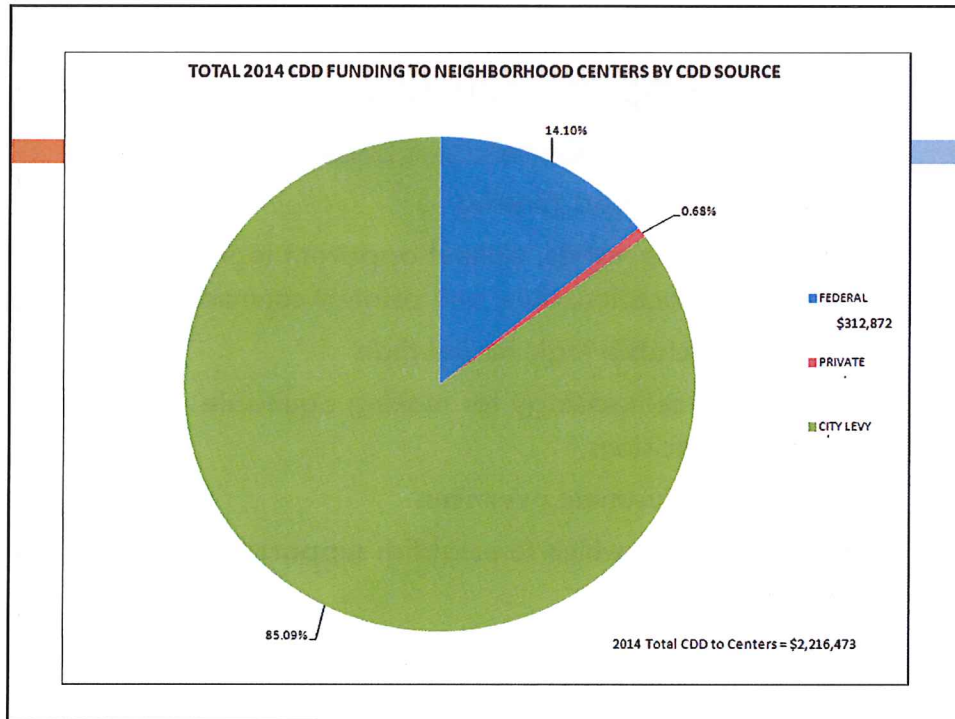
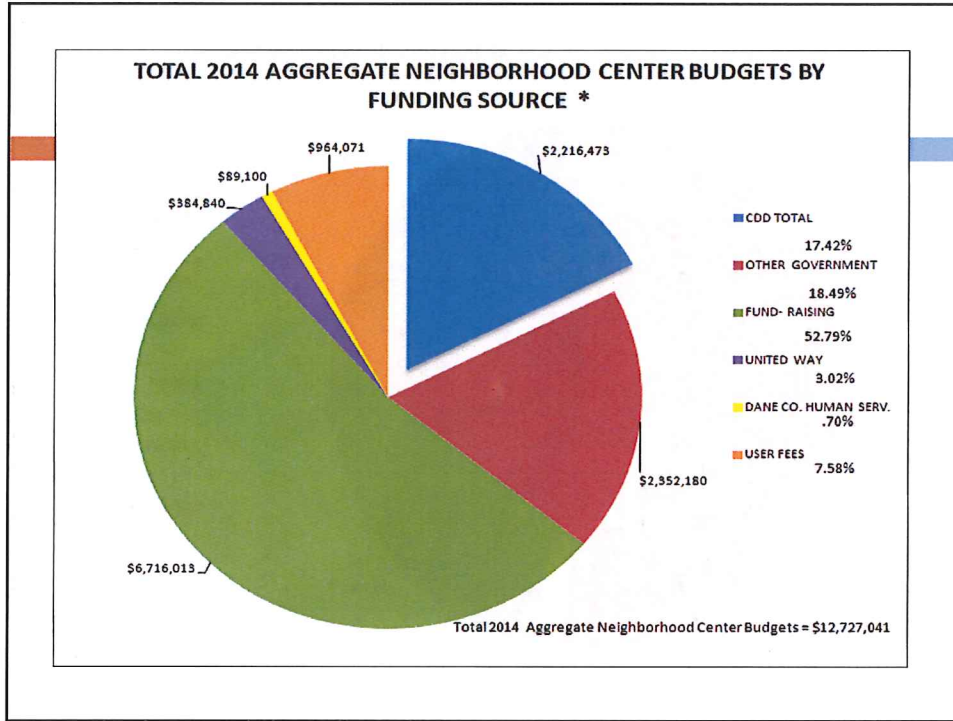
Note: Northport and Packers also serve the North side of Madison, but have declined city funding.

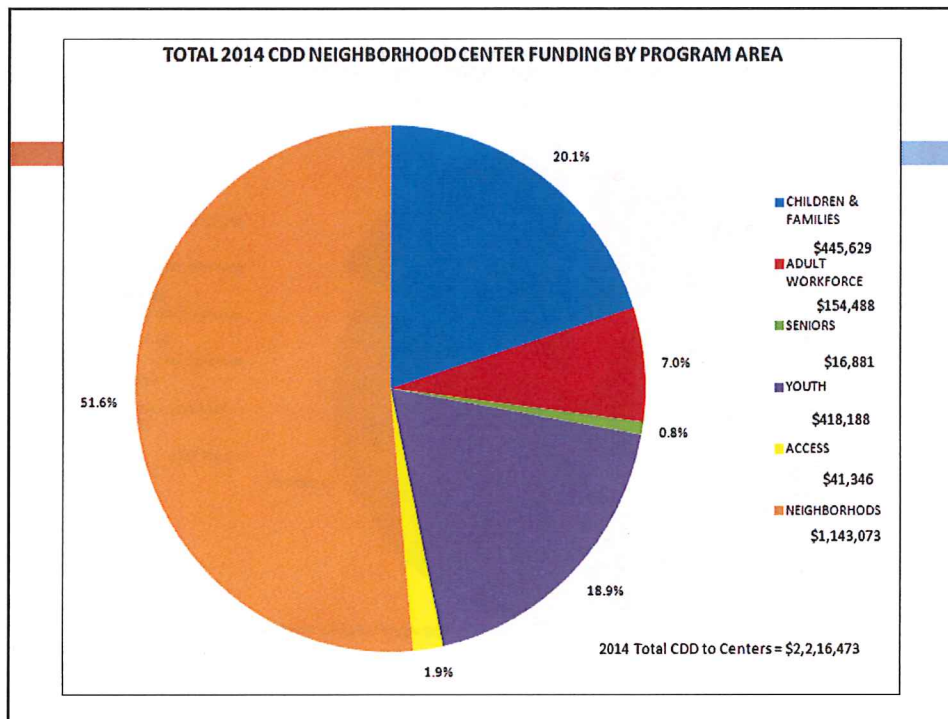


Part II: Neighborhood Center Funding

Financial support to neighborhood centers from the City is allocated in three distinct categories:

- **Capital Financing**
Includes property acquisition, construction and renovation.
- **Program Support**
Staffing, program supplies and expenses. (City levy funds)
- **Center support**
Costs related to "keeping the doors open" Admin salaries, maintenance and janitorial services, space costs. (Levy and HUD funds)





Center Support Funding

Current center support funding-

Current funding varies, without apparent logic, in terms of size of allocation, uses, and related contract goals.

Goal: A predictable logic model that:

- Presents a methodology for making equitable allocation decisions
- Allows for adjustment over time
- Informs basis on which to establish support for new centers

Frameworks for Center Support Funding

1. Equal Allocation Method
2. Neighborhood Center Categorization Model
3. Cost Based Allocation Model

Other key concepts to consider-

- Transition planning
- Length of city commitment to centers for center support
- Funding for new centers

Part III: Future Neighborhood Centers

5 Factors and conditions to be considered in the creation and placement of new centers:

1. Community Need

Shared recognition of issues/ needs in an area related to poverty or barriers to success should be identified. US Census Data, CARPC data, MPD and MMSD data can be utilized, along with information from NRT's and community stakeholders.

2. Community Support

Is there a critical mass of stakeholders that see the center as a part of a larger strategy for neighborhood improvement?

3. Professional Capacity

Every center needs an operator that can build on neighborhood relationships, provide or arrange for programming and manage a complex organization.

4. Financial Capacity

Availability of capital funds, along with a city and private commitments for support of long term operating funds.

5. Opportunity

Conditions may arise that might influence the timing or decisions related to neighborhood center placement or prioritization.

For example, the displacement of an existing center, rapid deterioration of the social fabric of a neighborhood, or the availability of a desired location.

Review of Attachments

□ Attachment 2: Neighborhood Center Descriptions

- Mission Statement
- History
- Location and Service Area
- Programs offered
- Revenue Sources

□ Attachment 3: Characteristics of individual Neighborhood Centers presented in a chart format

Attachment 4: CARPC Data

This data set was selected as it provides consistent measurement across all neighborhoods and addresses indicators that could be viewed as barriers to opportunity for residents in that neighborhood. Draws on US Census Data and the 2007-2012 American Community Survey.

This data was intended to offer a perspective in the discussion of community need.

Limitations of CARPC Data

- Madison has the unique problem of having relatively small scattered pockets of poverty.
- CARPC data is reported by census tract block groups which do not align with neighborhood boundaries.
- Issues related to a 3-4 block poverty 'pocket' may not be visible in a larger census tract.

CDD Next Steps

- 2015 budget requests are likely to contain a recommendation for funds to begin the transition to more equitable and predictable funding for center support utilizing the Cost Allocation Model presented in this report.
- CDD will recommend to council that any addition of new centers should be supported by additional funds, and not further reduce current center support allocations.